

# BOSTON COLLEGE

CARROLL SCHOOL  
OF MANAGEMENT

# WINSTON UPDATE

The Winston Center for Leadership and Ethics

## ••• LOCAL LEADERS REFLECT ON MAKING BOSTON STRONGER

By Carolyn Freeman, The Heights Staff



The Boston Strong Panel and CNN's John King at the Clough Colloquium.

**Boston was able to come together in the aftermath of last year's marathon, because the city had prepared for it and the people trusted one another, said former Mayor Thomas M. Menino at the Clough Colloquium's Making Boston Stronger panel in Robsham Theater on May 7, 2014.**

In addition to Mayor Menino, the panel was composed of Deval L. Patrick, the governor of Massachusetts, and Edward Davis, the former police commissioner of Boston. Chief National Correspondent

for CNN John King moderated the panel, which was the Winston Center for Leadership and Ethics' final event for the 2013–14 academic year.

A little over a year ago, Boston residents saw their community leaders come together in the aftermath of the 2013 Boston Marathon. The people of Boston witnessed “a desperately needed bout of democratic vitality,” said Dean of the College of Arts and Sciences David Quigley in his introduction of the guests.

King began the discussion by asking the three panelists about the differences in

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PHOTO BY JOHN GILLOOLY

## • • • FORMER U.S. SENATOR TALKS BIPARTISANSHIP

By Carolyn Freeman, *The Heights Staff*



PHOTO BY JOHN GILLOOLY

Olympia Snowe, U.S. Senator from Maine, at the Chambers Lecture Series.

On Tuesday evening, February 11, 2014, former U.S. Republican Senator from Maine, Olympia Snowe, keyed the Chambers Lecture Series and highlighted the increased polarization in U.S. politics.

Snowe began her political career in 1974 in the Maine House of Representatives, winning her late husband's seat at the age of 26. She later served in the Maine State Senate before being elected to the U.S. House of Representatives in 1978. Snowe served for 16 years in the House and then began her tenure as a U.S. Senator in 1994, a position she held until December 2012. In total, her political career lasted nearly 40 years.

In 2013, she published *Fighting for Common Ground: How We Can Fix the Stalemate in Congress*, which aims to explain how the Senate and Congress, in general, work. "More than ever, we need to have these conversations in order to have a better understanding of one another and of the issues and problems that are confronted in our states," Snowe said. "What can we do to make the government work again?"

Polarization will not diminish in the short term, she said, and the fight for bipartisanship must occur outside the institution. Her travels across the country led her to be-

lieve that change must occur from outside the government, not from within. Senator Snowe observed widespread fear that this partisanship would become an institutionalized part of our culture. She reassured those concerned that it is possible to move past bitter political divides and find a way to work collaboratively.

"Yes, we can defeat the machinery of partisanship, and we can bridge the political divide, in spite of what the polarized voices of the political classes have you believe," she said.

Currently, the bipartisan process has broken down and has devolved into a series of winner-take-all votes. The process is now more about sending a message to one's political base than it is about policy, she said.

"Nowhere is it more indicative that the process has broken down than when you look at the budget process," said Snowe. "The largest economy in the world is operating without a budget."

This is no way to govern a great nation, she said. Snowe compared the lockdown in Congress to a Democratic ship and a Republican ship passing in the night—one in the Atlantic Ocean, and one in the Pacific.

The two parties are separated on keystone issues—taxes and long-term debt—which has resulted in negligence on critical issues. That uncertainty in Congress, she said, has led to the worst post-recession recovery in history.

"We should be far beyond where we are today when it comes to economic growth and job creation," she said. "It's because Congress is feeding the open-endedness and uncertainty."

This uncertainty is due to increased party separation in the government. In 1982, *The National Journal* determined that there were 344 members of the House of Representatives who came between the most conservative Democrat and the most liberal Republican. At the end of 2012, there were 13. Today, there are four of these bipartisan representatives. There are zero senators who fall into that category, she said.

Congress is currently at the highest level of polarization since the end of Reconstruction, Snowe said. "Suffice to say, the red states are getting redder, and the blue states are getting bluer."

Snowe went on to say that change is still possible, even though approval ratings of Congress are at an all-time low. She has created a list on her website, called Olympia's List, which supports and recognizes more moderate elected officials. She supports those candidates who are willing to work across political lines.

"We are a representative democracy," said Snowe. "We can demand bipartisanship, and we'll get it." Bipartisanship is essential to reach policy goals and make progress, she said, and the recent extreme polarization has hindered the country's progress.

"Bipartisanship is not a political theory," Snowe concluded. "It's a political necessity. It's essential to getting things done. Politics is too important to be left to the politicians. We can make the changes that are essential and necessary." ●



## ••• NFL STAR MATT RYAN, WIFE SARAH TALK TEAM CHEMISTRY

By Gus Merrell

On March 12, 2014, Matt and Sarah Ryan, 2007 graduates of Boston College, spoke to a packed room of students and alumni at the Brennan Symposium in Leadership and Ethics hosted by the Winston Center. Topics ranged from successfully fostering teamwork and chemistry as leaders to the lessons they both have learned through their life experiences as student-athletes.

Matt and Sarah stressed that highs and lows come day-to-day throughout the season, and part of the process of becoming successful is learning how to deal with that rollercoaster. Matt has clearly had many rollercoasters, like any other athlete. However, the one he emphasized was the swing from winning 13 games in the 2012 season, riding on what he called a “six-month high,” to winning only four games in the 2013 season, where each week was difficult.

Both of the Ryans emphasized the need for good chemistry and teamwork in order for an organization to be successful. Matt said that the teams with the best chemistry were the winning teams. Sarah stressed the presence of senior leaders when she came to the BC women’s basketball team as a freshman, saying how large a role their locker room presence played in making the team a cohesive unit.

Matt highlighted the need for a common purpose and direction for a team to be successful. As his offensive coordinator liked to tell him in college, “You have to drive your



PHOTO BY JOHN GILLOOLY

Matt and Sarah Ryan share team chemistry at the Brennan Symposium.

bus, and your bus is going in this direction, and you have to get everyone on your bus. If you have people going in the wrong direction, you got to get them off the bus.”

There are always going to be people whose bus doesn’t go in the same direction as yours, Ryan said, and in the NFL those people are usually gone quickly. He said that in college it is the leader’s job to try and get those buses back on track.

“You have to find what motivates people,” Ryan said. “Finding what is your teammates’ ‘why,’ and getting them back on track.”

Attending BC was a formative experience for both Matt and Sarah that prepared them for their post-graduate careers. Sarah acknowledged that the academics and the athletics helped her to develop a tremendous work ethic. Matt recognized the importance of the network BC provided to him, and of his communication major, which he said prepared him to lead a successful life if the NFL did not pan out.

“There could not have been a better major to prepare me for being a quarterback in the NFL and the things it asked me to do off the field,” he said.

Matt parted with wisdom about fostering good chemistry through developing close, personal relationships.

“When you live with someone in Walsh, you are close with them,” he said.

Whether they were aspiring residents of Walsh Hall or upperclassmen, BC students in attendance understood exactly what he was talking about. ●



PHOTO BY JOHN GILLOOLY

Matt and Sarah Ryan pictured with Andy Boynton, Dean of the Carroll School of Management.



PHOTO BY JOHN GILLOOLY

Clough Colloquium — Boston Strong Panel

preparation for this year's and last year's marathons. "One of the most important things we did see in the minutes, the hours, the days, the weeks, the months after the tragedy was the connection these men had with their city," King said.

Throughout the panel discussion, each of the men emphasized that there have been trainings throughout the past several years to prepare for an event like the 2013 attacks. For example, Governor Patrick said, the people working in medical tents last year were able to save so many lives because they were running a triage operation that had been put in place six years ago and practiced since then. For this year's marathon, he noted, security forces prepared differently, including a rehearsal crisis event about a month before the marathon, in anticipation of something going wrong.

"The level of anticipation for things that might go wrong was obviously higher," Patrick said. "I realized at about 3:00 p.m. in the afternoon that I had been holding my breath until 2:50 p.m., and I just exhaled at that point. I thought to myself, if any goof was going to do something stupid, it might well be at the exact moment of the day."

Menino has attended many marathons, he said, but nothing like this had ever happened in the 118 years of the Boston Marathon. A key part of the city's success in catching the terrorists was communication between security forces and the public, he said, which was facilitated by the media. The public had trust in its leaders and was able to stay calm despite uncertainty.

"That was Boston's finest hour," Menino added. "Boston grew that week." ●

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JENKS LEADERSHIP PROGRAM UPDATE

The advent of the spring 2014 semester at Boston College brought forth a flurry of activity from the Jenks Leadership Program. The newest group of intrepid Jenks participants, led by student co-directors Teddy Raddell and Mike Stanley, kicked off the program with a retreat to the Whispering Pines Conference Center. The weekend was highlighted by program alumnus, Joe Bonito, returning to help instruct the participants about the history and importance of Jenks.

The graduating Jenks class, led by Judith Parra, Alexandra Christenson, and Sean Hyatt, worked diligently throughout the semester and presented their capstone service projects at the graduation ceremony on May 1. Joseph Laffey, a member of the Boston College class of 1948, spoke to the students about his friendship with Sandy Jenks (the namesake of the program) and the applicability of the skills they have learned during the program.

On March 26, 2014, Mike Considine, a member of the Jenks Advisory Board, hosted a gathering of Jenks alumni in New York City. That evening Brooks Barhydt, Jenks Advisor, provided a program update and thanked those present for their continued support of the Jenks Leadership Program.



PHOTO BY JOHN GILLOOLY

Jenks Co-Director Teddy Raddell leads discussion at Spring 2014 Brennan Symposium.

## • • • LUNCH WITH A LEADER: ESPN EXECUTIVE TALKS LEADERSHIP

*By Mujtaba Syed, The Heights Staff*

On February 18, 2014, the Winston Center for Leadership and Ethics hosted Norby Williamson, executive vice president of production, program scheduling, and development at ESPN. Williamson spoke to students and faculty about his career, the sports media industry, and his insights on leadership and success as part of the Winston Center's Lunch with a Leader program.

Graduating with a bachelor's degree in corporate and video communications from Southern Connecticut State University, Williamson joined ESPN in 1985 as a production assistant, although he argues that his actual role was far less glamorous than the title indicates.

"My bio was incorrect there. I actually started in the mail room," he said. "I wasn't even qualified to sort the mail—I was hired as a driver. Back then, when highlights came in to SportsCenter, they were actually shot on the ground at different places, and they were put on airplanes and flown out."

Williamson's initial role at ESPN, therefore, focused on picking up tapes and bringing them back to the studio for editing and eventual playback on television. He entered the sports network at a time when it was still very much a startup firm vying to compete with proven industry titans like NBC, ABC, and CBS, all of which had their own sports coverage branches.

"We launched in 1979, six years before I even got there," he said. "Through the '80s and the early '90s, ESPN was still a fledgling. As we got more successful,

we would interact with these big behemoths." During ESPN's rapid growth phase, Williamson quickly climbed up the company's leadership hierarchy. In his current position, he is tasked with oversight of critical ESPN operations within production and programming.

Asked whether he ever considered alternate career paths, Williamson indicated that the environment ESPN operated in when he arrived was such that he never thought about anything except helping to push the company forward. He noted that over the course of his career to date, a marked shift has occurred in the way industry competitors and sports fans view the concept of ESPN. This, according to Williamson, coupled with brand value and luck, has made ESPN what it is today.

"I can't tell you how many times we got laughed at for wanting to create a 24-hour sports network," he said. "Sports were relegated to Saturdays and Sundays. Now everything is televised. There is an insatiable appetite for live events and live sports. A lot of [ESPN's success] was brand, a lot of it was opportunity, and a lot of it was luck. A lot of it was being at the right place at the right time and capitalizing on a need."

One of Williamson's most potent points centered on what he believes to be a central misconception in many people's lives.

"There's a myth out there that I need to debunk a little bit," he said. "That people think life is fair. Life isn't always fair. And as you understand that, that will help you

navigate where you're going and how you're going to get there."

Urging the audience to key in on hard work, enthusiasm, and ethical behavior despite inevitable roadblocks, Williamson emphasized the need for young people to expect adversity and learn how to overcome it. He then related his approach to sports growing up—one in which he constantly outworked others and strived to gain a greater understanding of the games he played—to the work ethic that has been critical to his professional success.

"You see somebody who's standing in front of you who wasn't the most accomplished from an academic perspective," he said. "I grew up very blue collar—there was nothing really special about me, and I mean that in all sincerity. I think the difference was a sense of work ethic and commitment."

While many in attendance came in hopes of simply picking up words of wisdom from an executive who is among the most accomplished in his field, Williamson put Boston College students' potential for success in perspective when he noted what he was able to accomplish when adding perseverance to his humble beginnings.

"For me to get to the position that I am in today and to be passionate about it in a field that is evolving and unique and something that I dearly love," he said, "this should bode well for all of you sitting in this room." ●

## • • • LUNCH WITH A LEADER: GENERAL ELECTRIC CMO HIGHLIGHTS PATH FOR STUDENTS

*By Alexandra Smith, The Heights Staff*

Sean Burke visited Boston College on February 19, 2014, as part of the Winston Center for Leadership and Ethics' Lunch with a Leader program. He spoke to a group of undergraduate and graduate students about his prolific career at General Electric

(GE), as well as his definition of leadership and the factors he believes contributed to his professional success.

Currently, Burke is the chief marketing officer at GE Healthcare, where he works to "define, develop, and commercialize

offerings that align the organization and its capabilities around delivering upon improved customer outcomes." Burke joined GE in 1994, and has held various marketing, sales, and business development roles across several of GE's businesses.

*(Continued on page 6)*

## • • • GENERAL ELECTRIC CMO HIGHLIGHTS PATH FOR STUDENTS

*(Continued from page 5)*

He began by speaking briefly about his journey from entry level to C-suite at GE, discussing how his role at the company was constantly evolving. This continuous evolution, Burke said, challenged him to constantly adapt. When asked which of his personal characteristics he believed contributed most prominently to his success, Burke cited his ability to welcome new challenges and opportunities.

He encouraged BC students to not only embrace these types of experiences, but also actively seek them out, as he has done successfully throughout his career. For instance, early in Burke's career, a

family friend asked him to lead his political campaign. Staying true to his ideals of embracing new challenges, Burke seized the opportunity, running his friend's campaign before returning to GE to continue his corporate career.

Burke also discussed his first role at GE, which required him to lead a group of individuals, some of whom had been at the company longer than he had. This was not the first time in his career Burke would lead team members with more experience.

These experiences taught him the importance of quickly gaining the respect and trust of the members of any team he is

tasked with leading. Without this basic level of respect and trust, he said, the team simply will not be as effective as it could be.

Additionally, Burke learned the importance of being confident in his abilities, regardless of the experience level of his peers. He cited an example of leading a \$4B deal with JC Penney relatively early in his career. Burke was not the oldest member of the GE team, nor did he have the most experience, yet he was expected to step up. He used this example to encourage BC students entering the workforce to remain humble and hardworking, but not to hesitate taking on a leadership role when necessary. ●

## • • • COLLABORATIONS: NEWSOM URGES REVOLUTIONARY GENDER DEBATE

*By Carolyn Freeman, The Heights Staff*

When Jennifer Siebel Newsom's daughter Montana was born, she received pink gifts and compliments on her appearance. When her second daughter Brooklyn was born, she, too, received pink gifts. But when her son Hunter was born, he not only received blue gifts, but also letters from the president and vice president and bibs and onesies with White House insignia on them. He was also given a blue T-shirt with the words, "Future President" on it, Newsom said. She wondered why her daughters did not receive gifts that suggested their limitless future options.

When Newsom asked the audience how many people were unsurprised by this story, a majority of people raised their hands.

"For those of you who raised your hand, perhaps it's because you understand the historical symbolism of the presidency as the embodiment of national manhood—the whole symbolic architecture of a masculine, dominating culture," she said.

Newsom spoke on April 1, 2014, in a talk titled, "Recasting Women: Challenging Media Distortions That Curb Women's

Power and Influence." She discussed media influences that limit leadership positions to women and how everyone needs to have more conversations about this issue. Newsom is the writer, producer, and director of *Miss Representation*, a documentary that explores the media's portrayal of women as it relates to women in leadership.

A lot of sexist marketing is directed toward young people, whose brains are still not fully developed. She noted that it's troubling that these young people, who are being fed violence, sex, and gender stereotypes, absorb the media's message so readily. "In other words, they don't truly comprehend that Kim Kardashian's reality show is not reality, and that just because she's on TV does not make her a healthy role model," Newsom said.

These marketing companies are more interested in the bottom line than they are in the common good, she said—their priority is profitability. This country should have a moral imperative to set higher standards for our culture because so much of it goes overseas, she said. Things are changing

in other countries: for example, excessive Photoshop is regulated in advertisements in the United Kingdom, but not in the United States. As one of the most diverse and innovative countries in the world, the United States should be a better cultural ambassador, noted Newsom.

"Simply put, it's because we have so few brave leaders of consciousness at the helms of media and merchandise companies," she said. "In fact, we have leadership that has disconnected their hearts from their heads and has bifurcated their lives."

"Let's demand a culture and society that uplifts us all; that revolutionizes the gender debate and ensures equal opportunity; that inspires my daughter and all of you women to be CEOs and presidents of organizations; and that inspires my son and all of you men to be empathic, nurturing partners," said Newsom. "Imagine what the world could look like if we had more courageous men and women actively working to leave the world a better place than they found it." ●

## • • • COLLABORATIONS: ELIZABETH SMART SHARES STORY OF OVERCOMING ADVERSITY

By Carolyn Freeman, *The Heights Staff*

Everyone faces obstacles, but it's overcoming them and focusing on the future that is critical—that's how Elizabeth Smart was able to survive after she was abducted, held in captivity, and raped every day for nine months. Smart spoke to a standing-room-only crowd on April 10, 2014.

The majority of the keynote discussion focused on her personal story. The night before Smart's junior high school graduation, when she was 14, she was abducted from her bed at knifepoint. The man who kidnapped her forced her to walk several hours in the mountains near Salt Lake City, Utah. Eventually, they reached a grove of trees with a tent in the middle. In the tent, her abductor's wife forced her to change into robes. When she was done changing, her captor came into her tent and spoke to her: "I hereby seal you to me as my wife before God and his angels as my witnesses."

Smart was shocked—this was the last thing she expected him to say. He then said it was time for them to consummate their marriage. Smart was raised in a strict home and didn't know what that meant—but, she had some idea, she said.

"And then he raped me, and that's exactly what I thought it would be and prayed it wasn't," she said. "I will never forget how I felt lying on the ground at that moment. I felt like no one could ever love me again, and no one would ever want to be my friend again."

Despite the heaviness of Smart's story, her ability to look at it from a distance—it has been 12 years since the kidnapping—allowed her to inject some humor into the talk. She interspersed tales from her life at home before the event into her description of the abduction in order to give the audience a sense of what she was like as a young teenager.

Before the kidnapping, one of her most traumatic experiences was when a popular girl at school snubbed her. When she told her mother what happened after school that day, her mother told her she loved her and would always love her. Smart recalled this memory as she was lying in the tent that first day. Her belief in her faith and in her family helped her survive, she said.

"I made up my mind in that moment that I would do whatever I could to survive," she said. "It didn't matter what it was. It didn't matter how many personal standards or principles or promises I had to break to myself. I would do it if it meant that I would be able to go back home and see my family again. That decision saw me through a lot."

Nine months later, she was rescued. Although her two captors had taken her to California for the winter, she convinced them to return to Salt Lake City, where police recognized her and took her into custody. Though she did not know why, the police handcuffed her and took her into a cell in the police station, Smart said.

"I guess if I go to prison that would still be a step up from where I've been the past nine months," she thought at the time. As soon as she thought that, her father walked in the door and she was able to go home.

The next morning, Smart's mother gave her advice that helped her move on and stay focused on the future. Her mother told her that she had to move forward, otherwise she would be letting her captors take away even more of her life. The best punishment she could give them was to be happy, Smart said.

"It's not really what happens to us that makes us who we are—it's our choices," she said. "It was my choice to be happy and let the past go that got me where I am today."

Despite the horror of the nine months she spent living outside with her captors, Smart said she is no longer upset that it happened to her.

"I wouldn't ask for it, I wouldn't sign up for it, but I just think of what I've been able to do since then," she said. "I certainly wouldn't be here today, certainly would not be a public speaker at all. I don't know where I'd be, but I'm grateful because of the people I've been able to meet, the people I've been able to work with, and for the lives I've been able to change." ●

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"It's not really what happens to us that makes us who we are—it's our choices."  
• • • • •

– Elizabeth Smart

## • • • WINSTON CENTER RESEARCH ACTIVITIES

By Mary Ann Glynn

### PUBLICATIONS

Professor **Richard A. Spinello** has a new book out, *Global Capitalism, Culture, and Ethics* (Routledge).

**PhD alumni, Rich DeJordy** and **Brad Almond**, partnered with **Richard Nielsen** and **W.E. Douglas Creed**, to co-author “Serving two masters: Transformative resolutions to institutional contradictions,” in *Religion and Organization Theory* (Research in the Sociology of Organizations, v41).

**Mary Ann Glynn, Christi Lockwood**, and **PhD alumnus Ryan Raffaelli** coauthored a chapter in *Organizational and Strategic Change and the Challenge of Sustainability* (Oxford University Press), where they address how organizations manage identity in the face of environmental challenges.

### CONFERENCES

The August Academy of Management (AOM) Meeting, in Philadelphia, had a full line-up of BC doctoral students and faculty presenting their work. Highlights include:

— **Erica Steckler** and **Bill Stevenson**, “Intraorganizational institutional variance: Defining sustainability within the organization,” which draws on their study of a large manufacturing firm to examine multiple and competing definitions of sustainability.

— **Richard P. Nielsen**, “An Aristotelian Ethics Praxis Approach to Action Research” and “Arendt’s Process Political Philosophy and Organization Ethics.”

— Doctoral students were well represented. **Andrea Tunarosa** reported on collective problem construction under situations of extreme uncertainty and time pressure. **Isabelle Ren** presented her study on leader and organization image following leadership succession.

— **Lee Watkiss** and **Mary Ann Glynn** spoke about “Culture: A Resource for Identity Construction,” which looks at the role resources play in organizational life.

— **Christi Lockwood** and **Lee Watkiss** organized a professional development workshop on “How to Measure Meaning at the Collective Level,” focused on methodological repertoires for research on social cognition and leadership.

— **Callen Anthony, Mary Tripsas**, and **Lee Watkiss**, with leading scholars from around the world, workshopped a session on the role of meaning in changing product markets.

### Other conferences worth mentioning:

— PhD student **Dean Rockwell** presented his work on institutional entrepreneurship and creativity at the EGOS Conference, The Netherlands.

— At Yale’s Cultural Sociology conference: **Simona Giorgi** presented her paper on the process through which actors use framing to effectively influence others, and **Andrea Tunarosa** delivered her paper on events as processes of cultural transformation.

### AWARDS

**Sandra Waddock** received the Lifetime Achievement Award in Collaboration Research from the 4th International Cross Sector Social Interaction Symposium. She was also elected a Fellow of the International Association of Business in Society. Her article, “Global Sustainability Governance and the UN Global Compact: A Rejoinder to Critics,” is forthcoming in the *Journal of Business Ethics*.

**Judy Clair** was awarded the Simmons Center for Gender in Organizations and the Academy of Management Gender and Diversity in Organizations Division award for Educational Practices Advancing Women in Leadership.

Recent graduate **Ryan Raffaelli (PhD 2013)** received multiple awards for his dissertation research, including the 2014 Giarratani Rising Star Award from the Industry Studies Association and the 2014 Grigor McClell-

and Doctoral Dissertation Award from the *Journal of Management Studies* and the European Group for Organizational Studies (EGOS).

### OTHER ACTIVITIES

The WCLE summer day camp kicked off with Professor Ronit Kark (Israel’s Bar-Ilan University) on strategies for building international academic collaborations. Victor Seidel (Babson College) gave a primer on the use of network text analysis to measure coherence. **Mike Pratt** presented a workshop on ‘dissertating,’ and Mary Ann Glynn gave an everything-you’ve-ever-wanted-to-know talk on mixed-methods research design.

Boston College hosted the Boston Field Research Conference on May 27, with participants from local universities such as Harvard, MIT, Boston University, and UMass. ●

• • • **BARHYDT DEPARTS WINSTON CENTER**

After five years at Boston College, three as assistant director of the Winston Center for Leadership and Ethics, Brooks Barhydt has accepted a job with International Business Machines and will be relocating to Washington, D.C.

During his three years at the Winston Center, Barhydt doubled the number of annual programmatic offerings and increased the number of students, faculty, staff, alumni, and local community members attending the Center's events. He was also responsible for the formation of the Winston Ambassador program, an enterprise that has successfully developed Boston College undergraduates as stewards of the Center's initiatives. Also during his tenure, Barhydt increased applications to the Jenks Leadership Program and met with alumni of the program throughout the United States.

In his new role at IBM, Barhydt will train in the company's Summit Program before



PHOTO BY JOHN GILLOOLY

Brooks Barhydt, outgoing assistant director of the Winston Center, pictured here with Governor Deval Patrick, keynote speaker of the Spring 2014 Clough Colloquium.

helping to lead strategy and development solutions for clients throughout the Potomac Valley region. ●

• • • **WINSTON UPDATE**

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*If you would like to make a contribution to help support the Winston Center, please contact Renee LeBlanc DeCesare at 617-552-4400.*

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**WEB FEATURES**

*The Winston Center has video available of many past keynote lectures, including speakers from the Clough Colloquium, Chambers Lecture Series, and Winston Forum on Business Ethics. You can find these videos by visiting [www.bc.edu/leadership](http://www.bc.edu/leadership).*

• • • **FALL EVENTS**

**September 16: Lunch with a Leader**

Speaker: Senator Linda Dorcea Fory  
Location: Fulton Honors Library  
Time: 12:00 – 1:30 p.m.  
*By Invitation Only*

**September 24: Lunch with a Leader**

Speaker: Bob Davis, Highland Capital  
Location: Fulton Honors Library  
Time: 12:00 – 1:30 p.m.  
*By Invitation Only*

**October 8: Clough Colloquium**

Speaker: George Papandreou, Former Prime Minister of Greece  
Location: Robsham Theater  
Time: 4:00 p.m.

**October 16: Lunch with a Leader**

Speaker: Joseph L. Hooley, State Street Corporation  
Location: Fulton Honors Library  
Time: 12:00 – 1:30 p.m.  
*By Invitation Only*

**October 21: Winston Forum on Business Ethics**

Speaker: Representative Bob Inglis  
Location: Gasson 100  
Time: 7:00 p.m.

**October 28: Chambers Lecture Series**

Speaker: George Bodenheimer, ESPN  
Location: Gasson 100  
Time: 7:00 p.m.

• • • AROUND THE TABLE: LUNCH WITH A LEADER



**Senator Linda Dorcena Forry**  
Tuesday, September 16, 2014  
Fulton Honors Library – 12:00 – 1:30 p.m.  
By invitation only.

In April 2013, Linda Dorcena Forry was elected to the Massachusetts State Senate. Senator Forry, a native Bostonian, is the first woman and person of color to represent the Commonwealth's 1st Suffolk District, a diverse and thriving cross-section of Boston that includes Dorchester, Hyde Park, Mattapan, and South Boston.

For almost two decades, Senator Forry has dedicated her professional life to a career in public service, working in various capacities in both state and local government. As a first-generation Haitian-American, Senator Forry gained from her parents a strong work ethic and an understanding of the transformational power of education, and recognized the value of civic engagement from an early age.

Elected to the Massachusetts House of Representatives in 2005 for the Commonwealth's 12th Suffolk District, Senator Forry chaired the Joint Committee on Community Development and Small Business, where she quickly became an authority on the concerns facing small businesses. With an assertive approach, Senator Forry spearheaded major legislative initiatives, taking the lead on a broad range of critical issues, from promoting community-led economic investments to protecting rights of temporary workers and ensuring every child has access to quality education.



**Bob Davis**  
Wednesday, September 24, 2014  
Fulton Honors Library – 12:00 – 1:30 p.m.  
By invitation only.

Bob Davis is a general partner at Highland Capital Partners focusing primarily on digital media and has been with the team since 2001. He is also the best-selling author of *Speed is Life: Street Smart Lessons from the Front Lines of Business* (Currency).

Prior to joining Highland, Mr. Davis served as the chief executive officer of Terra Lycos (TRLY) formed in October 2000 with the \$5.5 billion acquisition of Lycos by Telefonica's Terra Networks of Spain. Previously, Mr. Davis was the founder of Lycos, Inc. (LCOS) and served as its president and chief executive officer since its inception in 1995, where he led Lycos from a startup with \$2 million in venture capital funding to become the most visited online destination in the world. Under his leadership, Lycos jumped from the fastest IPO in Nasdaq history, a mere nine months from inception to offering, exceeding Wall Street estimates for 22 consecutive quarters, and grew to a global media entity.

Mr. Davis has advised former President Bill Clinton on matters relating to Internet commerce and regulation and has addressed Congress, the United Nations, the National Press Corps, and the U.S. Council of Foreign Relations on similar matters.



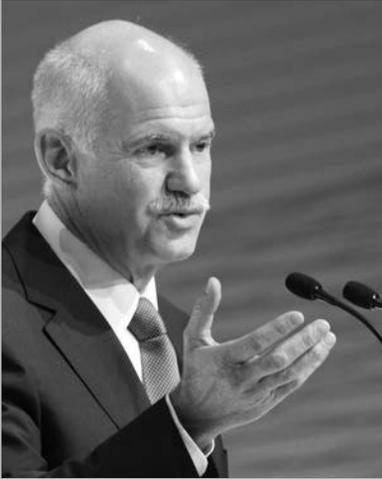
**Joseph L. Hooley**  
Thursday, October 16, 2014  
Fulton Honors Library – 12:00 – 1:30 p.m.  
By invitation only.

Joseph L. Hooley is chairman, president, and chief executive officer of State Street Corporation, one of the world's leading providers of financial services to institutional investors.

Since joining State Street in 1986, Mr. Hooley has held a number of diverse leadership positions with increasing responsibility. After leading the U.S. Mutual Fund sales organization, he joined State Street's shareholder servicing joint venture with Kansas City-based DST Systems. From 1988 to 1990, he served as president and chief executive officer of National Financial Data Services and went on to become president and chief executive officer of Boston Financial Data Services from 1990 to 2000.

Mr. Hooley returned to State Street in 2000 to manage the company's global investment servicing business. During this time, he played a lead role in the company's major strategic acquisitions, including Deutsche Bank's Global Securities Services business in 2003 and Investors Financial Services Corporation in 2007. Mr. Hooley was appointed vice chairman in 2006 and president and chief operating officer in 2008. In this role, he was responsible for all of State Street's asset servicing and trading activities worldwide. He also oversaw State Street's securities operations and its corporate technology organization.

• • • UPCOMING EVENTS



**Prime Minister George Papandreou**  
Wednesday, October 8, 2014  
Robsham Theater – 4:00 p.m.  
Program is free and open to the public.

**Clough Colloquium**

As prime minister of Greece from October 2009 to November 2011, George Papandreou has been at the forefront of the global financial crisis. Named as one of *Foreign Policy* magazine's "Top 100 Global Thinkers" in 2010 for "making the best of Greece's worst year," he speaks with authority on the state of the Eurozone today and the future of the European Union. In these tumultuous times, few are better placed than Prime Minister Papandreou to provide insights into the Euro Crisis and the mounting challenges in democratic governance.

He is vice chairperson of the International Olympic Truce Foundation, an institution he actively promoted when the city of Athens was awarded the 2004 Olympic Games. An active supporter of the information society and e-democracy, in 2003 he was selected as one of the "25 People Who are Changing the World of Internet Politics."

Mr. Papandreou also held the portfolio of foreign minister, a position he had held from 1999 to 2004, expanding his legacy as a leader in diplomatic bridge building and reiterating his commitments to stronger international relations. His administration spearheaded "Agenda 2014," an initiative which seeks to integrate the Western Balkan states into Europe by 2014.

As foreign minister, he was also instrumental in the successful negotiation of rapprochement with former rival Turkey. Mr. Papandreou was also a key player in the negotiations that led to Turkey's candidacy for membership in the European Union in 1999 and Cyprus's entry into the European Union in 2004.

Around the world, Mr. Papandreou has deployed "Green Diplomacy," calling for the protection of the environment. He has championed human rights at home and abroad, and has actively sought to maximize citizen participation in governance through information technologies. He has also held other government posts, including under-secretary for cultural affairs and minister for education.

Born on June 26, 1952, in Minnesota, Mr. Papandreou spent his childhood in the United States and Canada, until his family returned to Greece in 1961. After completing his university studies at Amherst College in Massachusetts and graduate studies at the London School of Economics, Mr. Papandreou won an MP seat for the Pan-Hellenic Socialist Movement (PASOK) in 1981. He was elected leader of the party in 2004, a position he kept until March 2012. Mr. Papandreou is also president of the Socialist International, an international association of political parties, of which PASOK is a member.

In 2012, Mr. Papandreou was named a Visiting Fellow at Harvard University's Institute of Politics. In 2013, he served as a Global Fellow and Adjunct Professor at Columbia University's School of International and Public Affairs as well as a faculty member in the Master of Public Affairs program at Sciences Po in Paris.

*(Upcoming Events continued on next page)*



*Foreign Policy* magazine's "Top 100 Global Thinkers"  
in 2010 for "making the best of Greece's worst year..."



• • • UPCOMING EVENTS



**George Bodenheimer**  
Tuesday, October 28, 2014  
Gasson 100 – 7:00 p.m.  
Program is free and open to the public.

**Chambers Lecture Series**

George Bodenheimer is an ESPN and cable industry pioneer serving as executive chairman, ESPN, Inc. from January 2012 through May 2014, where he provided strategic direction for ESPN's global business. Prior to becoming executive chairman, he served as the company's longest-tenured president (13 years, 1998-2012), where he led an unprecedented period of global growth. He also oversaw all multimedia sports assets of The Walt Disney Company from March 3, 2003 to December 31, 2011, and was co-chairman, Disney Media Networks from April 20, 2004 to December 31, 2011.

Bodenheimer's path to leadership mirrors that of ESPN itself—with his sharp focus on creativity and cutting-edge innovation, always enhancing value for sports fans and ESPN's business partners, and his conviction for teamwork. He believes ESPN's culture is the company's strategic advantage. As president, he viewed his primary role as working hard to preserve and enhance that culture while emphasizing career development for all of ESPN's people. Consistent and substantive growth defined Mr. Bodenheimer's tenure as president, leading to unprecedented success. His leadership style was simple but effective: empower all employees to proactively take charge of their careers and to base decisions on the company's stated mission: "Serve Sports Fans. Anytime. Anywhere." He launched a company priority process that engaged all employees to drive business initiatives. His vision created a vibrant, innovative workplace.

Throughout his career, Mr. Bodenheimer's contributions were integral to ESPN's success. His business initiatives were designed with one goal in mind—to bring greater value to all of ESPN's constituents: affiliates, advertisers, rights holders, and ultimately consumers. While president, his vision led to company- and industry-leading innovations in integrated sales and marketing, original programming, acquisitions, and new technologies.

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THE WINSTON CENTER  
FOR LEADERSHIP AND ETHICS  
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