

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



Director of Research Mary Ann Glynn, Winston Center for Leadership and Ethics

Charting the Course: An Interview with The Winston Center's New Director of Research, Mary Ann Glynn

MARY ANN GLYNN CAME TO THE CARROLL SCHOOL in the fall of 2006 from Emory University's Goizueta Business School to become the Winston Center's first director of research and inaugural fellow. She is also a professor in the Organization Studies Department. In addition to leading research initiatives within the Winston Center, Professor Glynn teaches a graduate course on leadership.

Previously, Professor Glynn taught PhD students at Yale University, Emory University, and University of Michigan. By courtesy, she also serves as a professor of sociology at Boston College. Her research interests are at the

intersection of micro-level cognitive processes (such as learning, creativity, and intelligence) and cultural influences (social norms, institutional arrangements, and status affiliations) identity, symbolism, and organizational leader-

ship. Her research has been published in many leading journals, including *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, *Strategic Management Journal*, *Journal of Applied Psychology*, *Journal of Management Studies*, *Journal of Marketing*, and *Poetics: International Journal of Empirical Research on Art, Media, and Literature*, as well as in numerous books. She is the nationally elected division chair for the Academy of Management's Managerial and

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President Leahy Highlights Lunch with a Leader Series

Cassius, in Shakespeare's *Julius Caesar*, spoke resentfully of the great man in these words: "Why, man, he doth bestride the narrow world /Like a Colossus..." Leaders can seem remote and unapproachable, especially to the young, but much of the leadership literature attests to the importance of close, early contact with leaders in assisting the development of leaders-to-be. With that in mind, The Winston Center offers several opportunities each term for students to meet adult leaders in close quarters for lunch and informal conversation.

The highlight of the fall was the program with University President William P. Leahy, S.J. In December, Rev. Leahy, S.J., lunched with 24 students from the Honors programs of The College of Arts and Sciences, Carroll School of Management, and Lynch School of Education. In an extended presentation, Father Leahy sketched



University President William P. Leahy, S.J., speaking to My Hanh Tran '07.

his theory and experiences of leadership, then engaged students in questions covering topics from the selection of football coaches, to campus planning and recent events highlighting race and diversity concerns. The candor and timeliness of

Fr. Leahy's remarks were noted by the students, the honors directors, and others in attendance.

In October, Rev. Ed Phillips, a Maryknoll priest and BC alumnus of the class of 1968, inaugurated the Lunch with a Leader Series in the company of Connell School of Nursing students and faculty. The recipient of an Alumni Achievement award for his work in combating the spread of HIV/AIDS in East Africa, Fr. Phillips detailed the evolution of his nurse-driven Eastern Deanery AIDS Relief Program, the largest single provider of anti-retroviral treatment in the Nairobi province.

Visit our web site for details about the spring dates for The Lunch with a Leader Series. ■

Web site: www.bc.edu/leadership

Brennan Fund in Leadership and Ethics Established

On Thursday, January 11, family and friends of Frank Brennan '39 gathered on campus to celebrate two significant events—the establishment of the Francis P. Brennan Fund in Leadership and Ethics and Mr. Brennan's 90th birthday. The fund will be used for undergraduate development in leadership and ethics; its major initiative is the Brennan Symposium for Student Leadership and Ethics, which will take place each spring.

Brennan, a native of Somerville, son of Irish immigrants, and decorated World War II veteran, is a longtime leader in the Massachusetts banking and financial communities and chairman of the board of the Massachusetts Business Development Corporation. Mr. Brennan credits much of his success to being educated by Jesuits at Boston College.



Front (l-r): Bob Winston '60, Frank Brennan '39, and Judy Winston. Back (l-r): Director of Programs Richard Keeley '72, Dean Andy Boynton '78, and Assistant Director Ian Rogan '98.

"Frank Brennan is the type of Boston College graduate who, after serving his country with great distinction in World War II, went on to personify, in

both his personal and professional career, those moral values and ethical principles for which the University so proudly stands," said John Joyce '62, managing director of Deutsche Bank Alex. Brown and chairman of the event.

In attendance were Carroll School Dean Andy Boynton '78; Vanguard Group CEO and son of Frank, Jack Brennan; Herald Media Inc. President, Patrick Purcell; SBLI President and CEO, Robert Sheridan '72; financier Thomas Lee; HP Hood LLC Chairman, President, and CEO, John Kaneb; and former University of Massachusetts President William Bulger '58, LAW '61, who also served as the master of ceremonies. ■



Colonel Eileen Collins (Ret.) speaks at the Chambers Lecture Series.

NASA's First Female Commander Delivers Fall Chambers Lecture

ON THE EVENING OF NOVEMBER 9, NASA's first female commander, Colonel Eileen Collins (Ret.), addressed an undergraduate audience in the Heights Room for the fall 2006 Chambers Lecture. Colonel Collins focused on leadership, the Columbia disaster, and her unique experience as the first female astronaut to command the space shuttle.

On the issue of leadership, Colonel Collins said that every leader should possess the following three qualities: 1) knowledge of the technical aspects of one's job, 2) good employee relations, and 3) integrity. She also stressed the importance of a leader's ability to embrace change. "A good leader should be okay with change, knowing when it's time to change, and getting your people to accept that change."

According to Colonel Collins, a good leader also knows when to admit a mistake. "Admit your mistake, take corrective action, and establish a procedure that will prevent someone else from making the same mistake. If you make a mistake, learn from it, put it behind you and move on."

Colonel Collins became NASA's first female commander in 1997 with the launch of Columbia. However, her most historic mission occurred in 2005 when she commanded Discovery's "return to flight"—the first mission following the Columbia disaster of 2003. "After Columbia, we weren't ready to fly. I wasn't ready to fly after the accident. Once we had fulfilled the recommendations of the accident board though, we were ready to go. It took two years and five months to fly again, but I couldn't wait to go," she said.

She also stressed the importance of women becoming engineers and said the only reason they are underrepresented at NASA is because so few apply. "I try to encourage high school women to think about it, especially if they're interested in math, science, or engineering. The world needs engineers. It's almost a crisis. There is so much left to be discovered and invented. As an engineer, you're going to have a pretty good chance of getting a job. There are quite a few role models out there for young ladies who want to be engineers."

Prior to the lecture, Colonel Collins joined a select group of student leaders, BC faculty, and Winston Center benefactors for a reception and dinner.

This spring, the Chambers Lecture Series will welcome Nathaniel Fick, author of *One Bullet Away: The Making of a Marine Officer*. Fick, a 1999 graduate of Dartmouth College, was commissioned a second lieutenant in the United States Marine Corps upon graduation and trained as an infantry officer, going on to serve in both Iraq and Afghanistan. He is currently enrolled at Harvard Business School.

The Chambers Lecture Series is held once each semester and brings high-profile speakers to campus for public programs and student-focused activities. The series is made possible through the generosity of Monever and Norman Chambers CGSOM '82. ■



Students talk with General Anthony Zinni (Ret.) at the end of the Clough Colloquium.

Engaging in the World and Maintaining Security: General Anthony Zinni Featured at Clough Colloquium

THE FALL 2006 CLOUGH COLLOQUIUM, on October 17th, featured former Commander-in-Chief of United States Central Command and author of *The Battle for Peace: A Frontline Vision of America's Power and Purpose* General Anthony Zinni (Ret.). The highlight of the day was the public lecture delivered by General Zinni to an overflow crowd in Gasson Hall's Irish Room.

Following an introduction by Provost and Dean of Faculties Cutberto Garza, General Zinni addressed what he sees as significant changes in the world since the end of the Cold War and the leadership challenges these changes present to America and its role in the world.

"We need significant changes in how we see our role in the world, how we approach the world. And I really believe that for future leaders—whether it's in government, in business, in the military, in any aspect of society—it's going to be much more challenging because of these changes and the time to talk about that is now, especially at institutions like

this, where we are forming our leaders for the future."

General Zinni spoke of the need for America to be engaged in the world in order to maintain our security by helping unstable regions develop institutions that have a stabilizing effect.

"The threat is instability," he said. "My definition of instability is when society finds itself in a hostile environment, an environment that may be natural, it may be manmade... They don't have the viable institutions: political, economic, security, social, the rule of law... And the only way that they can become stable is being given the help to create the institutions to deal with it, because if they can't deal with it, their problems or the symptoms of the problems they have, will wash up on our shores."

General Zinni stated that we face a world where modernity is forcing many societies to change. "Probably in the twenty-first century our role, and the judgment on our role, will be based on how well we have helped usher these

societies through these changes," said Zinni.

Prior to the public lecture, General Zinni participated in a private discussion on leadership with a small group of business leaders and members of the Boston College faculty, moderated by Carroll School Dean Andy Boynton. General Zinni gave candid responses to the participants' questions, drawing from his vast experience in the military and business. Following the public lecture, General Zinni attended a dinner in Burns Library with friends of the Winston Center.

This spring, the Clough Colloquium Series welcomes Under Secretary of State for Political Affairs R. Nicholas Burns '78. Under Secretary Burns will deliver the public lecture on April 11, 2007 at 4:00 p.m. in Robsham Theater.

The Clough Colloquium is held once each semester and made possible through the generosity of Charles Clough Jr. '64 and his wife Gloria, CGSON '96. ■

Theater, Biotechnology, and Ethics: Conversations Converge



(l-r): Panelists Michael Moreland, Michele Goodwin, and Gareth Cook

THE WINSTON CENTER'S COLLABORATION with the Theatre Arts Department—*An Unknown Future: The Body, Biotechnology, and Human Nature*—spanned ten days, multiple venues, several artistic forms, and a host of different disciplines. In his prefatory remarks to the panel, which concluded the program, Theatre Department Chair John Houchin asserted that the collaboration of “a business school, a leadership center, and a theatre department [is] historic.” And, Houchin added, “I like making history.”

Shelagh Stephenson's *An Experiment with an Air Pump*, directed by Patricia Riffin, formed the program's centerpiece. The play focuses on the ethical questions faced by sets of scientists separated by two hundred years but dwelling in the same house in northern England. The Fenwicks of 1800 worry about the ethics of cadaver acquisition and use; their counterparts two centuries later agonize about the commercialization of science and the use of stem cells.

The Winston Center series began with a set of films—*In the Shadow of the Reich: Nazi Medicine* and *Gattaca*—curated by Fine Arts Professor John Michalczyk. Michalczyk, who also directed the first film, led a spirited discussion of ethics and science for a small group of film aficionados. Over two hundred students attended a panel discussion,

moderated by Walsh Professor of Bioethics John Paris, S.J., involving the play's director, Patricia Riffin; The Monan Professor of Theology, Lisa Cahill; and Clare O'Connor, associate professor and assistant chair of the Biology Department.

Paris, who possesses an uncanny ability to draw large audiences into a feeling of intimate intellectual engagement, moderated a panel that followed the Saturday matinee performance. The repartee among Michele Goodwin, Wicklander Chair in Ethics at DePaul University; Michael Moreland, former associate director for domestic policy in the White House, now of Villanova Law School; and Gareth Cook, Pulitzer Prize-winning science journalist for *The Boston Globe* set a very high standard for informed, civil discussion of difficult issues.

The Winston Center will continue its collaborative efforts this spring with the Connell School of Nursing, with which it is sponsoring a day-long conference on nursing ethics.

The Winston Center will also present a joint program with the Intersections Project that will welcome Meredith Publishing President John Griffin '82 and Catholic Relief Services President Ken Hackett '68, who will discuss vocation with undergraduates. ■

SPOTLIGHT RESEARCH SPEAKER SERIES LAUNCHED

The Winston Center is holding a research-focused speaker series on leadership. The kickoff of the monthly series took place on January 19 with a presentation from Professor Claudia Peus, a visiting scholar from Harvard University and MIT. Professor Juliet Schor, from Boston College's Sociology Department, presented “The Emerging Sustainability Movement: A Case Study of the New American Dream” on February 16. Details of future lectures will be announced soon at www.bc.edu/leadership.

FACULTY READING GROUP UPDATE

The faculty reading group convened by Director of Programs Richard Keeley met three times in the fall semester for discussions of Ronald Heifetz's *Leadership Without Easy Answers*. Spring meetings will take up Jane Austen's *Persuasion*, Plato's discussion of *thymos* in *The Republic*, Joseph Badaracco's *Questions of Character*, and Joel Schumacher's film, *Tigerland*. Reading group members include Martha Bayles (A&S Honors Program), Brian Braman (Philosophy), Michael Cassidy (Law School), Paul Chebator (Associate Dean, Student Development), Mary Ann Glynn (Director of Research, Winston Center), Marc Landy (Political Science), Thomas McGuinness (Director, University Counseling) and Akua Sarr (Associate Dean, Arts and Sciences).

Jenks Leadership Program for Undergraduates Update

THE JENKS LEADERSHIP PROGRAM (JLP) for undergraduates will return as a part of the Winston Center beginning in fall 2007, when the application process will be open to members of the freshmen and sophomore classes. Successful applicants will formally enter the program in January 2008 and remain as members of the JLP for four successive semesters.

The JLP is designed to develop the leadership skills of its members and have them apply those skills to service projects within the community. In its new form, the JLP will be structured as four modules, with each occurring over the course of a semester. Module one will focus on leadership development and will take place in the spring semester. Module two will take place in the following fall semester, when JLP members will design their service project and continue leadership development. Module three will occur in the second spring semester of the program, when members will implement their service project. Module four will occur in the second fall semester, when team members will reflect upon their experiences working on their service projects. They will also advise JLP members who are in module two about the planning of their service projects.

In addition to their leadership development and service projects, JLP members will assist in the planning and execution of Winston Center programs and events.

Assistant Director of the Winston Center Ian Rogan and Director of University Counseling Dr. Tom McGuinness have been working with a group of undergraduate students to plan the revitalization of the JLP, which has an illustrious history as a leading student program at Boston College for over thirty-five years. Detailed information about the application process will be announced in September 2007. ■

Interview (Continued from page 1)

Organizational Cognition Division and serves on the editorial review board of *Organization Science*. Recently we sat down with Professor Glynn to learn more about her decision to come to Boston College and her plans for the Winston Center.

Please tell us about what attracted you to Boston College and the Winston Center for Leadership and Ethics.

BC and the Winston Center are attractive on so many dimensions. BC has a vibrant intellectual community with a faculty (and doctoral students) active in researching interesting and important problems. As a researcher, I can't think of a better nor more enabling environment in which to conduct my own work. BC has a strong and committed teaching culture, with smart and engaging students who are inspired and shaped by the Jesuit tradition of educating the whole person. As a teacher, I feel that I can not only have an impact, but I can learn a great deal myself. And finally, the Winston Center has a mission that fits with both these research and teaching interests. Today, in business and society, there is no more compelling concern than the two that define the center: leadership and ethics. The Winston Center opens up opportunities for intellectual leadership and rigorous research that can inform practice and effect change.

If a lay person picked up a scholarly book on leadership, she might find references to behavioral theories, contingency theories, transactional leadership, transformational leadership, and a host of other approaches. Can you help us make sense of these? What characterizes your own approach to thinking about leadership?

At their core, I think most leadership theories are concerned with processes of influence. Some leadership theories focus on leaders' impact, and especially their ability to achieve results through others. Other leadership theories focus on how leaders accomplish this through a variety of different mechanisms, such as economic incentives, interpersonal relationships, or the creation of meaning and

purpose that motivates others towards some desirable goal.

As research director of the Winston Center, I can say that we have an orientation to studying leadership and ethics that is rich and expansive. We draw from a variety of intellectual orientations, such as the humanities, social sciences, and physical sciences, to examine the organizational and social contexts, relationships, and dilemmas in which leadership occurs and the role that ethics plays. Our approach is not simply about leaders having the right ethics, but about how leaders act in situations that challenge those ethics.

As one aspect of your work as director of research for the Winston Center, you are sponsoring research opportunities and hosting a series of seminars. Would you tell us about some of these?

We have a number of research initiatives underway. These include studies of how leadership occurs and how it influences organizational change, how leaders manage and are embedded in webs of formal and informal relationships, how leaders infuse values and ethics into institutions, how leadership influences not only the structural but the symbolic character of organizations, and how leaders respond to ethical dilemmas or organizational scandals. There are several micro-communities that have grown up around these interests; these groups are busily working on papers and conference presentations which we hope to broadcast on our web site soon!

Can we look forward to Winston Center publications, or online access, on leadership projects and topics?

Yes! We're in the process of revamping our web site now and are planning for a spring launch. We intend that this site will be a resource for accessing some of the work underway, disseminating research findings, and informing everyone of events and activities at the Center. We also plan to present or publish our research in traditional academic outlets, such as conferences, journals, and books. ■

LEADERSHIP for CHANGE

BUILDING A LEARNING COMMUNITY

Learning can be viewed as responding to the individual's needs and preferences and being delivered to one's work, to one's thinking, and to one's feelings.

— Joseph Raelin

Each spring **Leadership for Change** recruits a learning community of participants who integrate responsible and accountable leadership skills into their workplaces. Each cohort of twenty-five working professionals meets for eleven monthly learning modules, workshops, and team meetings, starting in September.

Participants in **Leadership for Change** represent several levels of management and different sectors of business and society that include race, ethnicity, culture, age, and gender. Such diversity and collaboration of experiences and skills create a microcosm of society and a strong learning community.

Participants enhance their personal skills, gain diverse perspectives, and experience collaborative leadership for the common good. They learn through each other, as well as from faculty members who facilitate discussions, assignments, and activities that illustrate collaborative and responsible leadership practices.

Leadership for Change engages accomplished faculty from the Boston College Carroll School of Management and the Department of Sociology, Harvard's Graduate School of

Education, and The Work and Learning Center at Northeastern University with business practitioners from the greater Boston area. All are engaged with the participants as members of the learning community.

With this partnership between business, education, and participants, each cohort develops a distinctly different experience based on research, innovative practices, participant feedback, and external factors such as corporate governance, political shifts, and environmental issues.

As a result, learning occurs from individual, group, organizational, and societal perspectives. The **Leadership for Change** learning community models inclusion, empowerment, and collaboration and encourages innovative solutions. These applied solutions and work-based projects empower individual learning and benefit both the organization and its stakeholders. ■

Working professionals interested in this program are invited to an interactive information session with faculty and alumni on Tuesday, April 24 from 6:00 pm to 8:00 pm in Fulton 513.

Please call 617-552-2709 for additional information, or access the invitation at www.bc.edu/lfc.

WINSTON UPDATE

EDITOR
RICHARD KEELEY

PHOTOGRAPHY
SUZANNE CAMARATA
JUSTIN KNIGHT
LEE PELLEGRINI

DESIGNER
KUL THAPA

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

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

VISIT OUR NEW WEB SITE
IN SPRING 2007

www.bc.edu/leadership

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 2006–2007 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 encouraging curricular innovation, the center will enrich the life of students and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

If you would like to make a contribution to help support
The Winston Center, please contact Chris Toro at 617-552-4400.

Web site: www.bc.edu/leadership

Spring Clough Colloquium: Under Secretary of State R. Nicholas Burns '78

THE WINSTON CENTER'S spring event schedule is highlighted by Under Secretary of State for Political Affairs R. Nicholas Burns' appearance at the Clough Colloquium on April 11, 2007. As Under Secretary, Burns oversees U.S. policy in each region of the world and serves in the senior career Foreign Service position at the Department. Under Secretary Burns is the Department of State's third ranking official.

SPRING EVENTS

LEADERSHIP FOR CHANGE

An author's dialogue featuring Bill Joiner, coauthor of *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change*.

WEDNESDAY, FEBRUARY 28, 2007, 6:30-8:30 PM
Lynch Executive Center, Fulton Hall

Cost of \$25.00 includes a light dinner.
Books will be available for purchase.
RSVP by February 19, 2007 to careytd@bc.edu.

A DIALOGUE ON VOCATION

(with the *Intersections Program*)
President of Meredith Publishing John Griffin and
President of Catholic Relief Services Ken Hackett
MONDAY, MARCH 26, 2007, NOON-1:30 PM
The Heights Room (By invitation only)

LEADERSHIP FOR CHANGE ALUMNI SPONSORED EVENT

How can leaders of change create a sense of place where people feel meaningful connections to others? What determines a sense of place for the common good?

With Robert Leaver, president of New Commons, Inc.
WEDNESDAY, MARCH 28, 2007, 6:00-8:30 PM
Fulton 513, Lynch Executive Center

Cost of \$25.00 includes a light dinner.
RSVP by March 1, 2007 to tocareytd@bc.edu.

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

PROFESSIONAL RESPONSIBILITY, INTERDISCIPLINARY COLLABORATION, AND LEADERSHIP IN CLINICAL ETHICS

(with the *Connell School of Nursing*)

This day-long conference will provide health care and allied professionals and pre-professional students with the tools to recognize the ethical content of care-giving situations.

FRIDAY, MARCH 30, 2007, 7:45 AM-5:00 PM
Murray Function Room, Yawkey Center, Boston College
By invitation only (Registration required)

THE CLOUGH COLLOQUIUM

Featuring Under Secretary of State R. Nicholas Burns '78
WEDNESDAY, APRIL 11, 2007, 4:00-5:30 PM
Robsham Theater (Public welcome)

LEADERSHIP IN ARTS MARKETING

(with the *the BC Arts Council*)

Featuring Joanne Scheff Bernstein, interim executive director, Lake Forest Symphony, Illinois

FRIDAY, APRIL 13, 2007, 3:00 PM
Fulton 511 (Public welcome)

THE CHAMBERS LECTURE SERIES

Featuring Nathaniel Fick, author of *One Bullet Away: The Making of a Marine Officer*

THURSDAY, APRIL 19, 2007, 7:00-8:30 PM
Murray Function Room, Yawkey Center (Public welcome)

THE BRENNAN SYMPOSIUM FOR STUDENT LEADERSHIP AND ETHICS

SATURDAY, APRIL 21, 2007, 9:00 AM-3:00 PM
Connors Family Retreat and Conference Center
(By invitation only)



BOSTON COLLEGE
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140 COMMONWEALTH AVENUE
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