

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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Mayor Cory Booker Highlights Inaugural Jane Jacobs Lecture

ON THURSDAY, APRIL 2, MAYOR CORY BOOKER OF NEWARK, NEW JERSEY, DELIVERED THE INAUGURAL JANE JACOBS Lecture to a packed house in the Murray Room. The lecture, a first-of-its-kind collaboration between the Winston Center and the newly formed Institute for Liberal Arts, is named in honor of the late urban critic. Jacobs, perhaps the single-most influential critic in her field during the past half-century, donated her books and papers to Boston College during the 1990s. Her major publications include *The Death and Life of Great American Cities*, *The Economy of Cities*, *Cities and the Wealth of Nations*, and *Systems of Survival*.

Booker, a Rhodes Scholar, has served as Newark’s mayor since 2006. Nationally recognized for his bold initiatives, he was featured in the critically acclaimed documentary *Street Fight*.

Mayor Booker wowed the crowd with his passion and enthusiasm. He shared stories of growing up as part of the only black family in a white neighborhood, of the struggles of his parents—two of the first African American

salespeople for IBM—and of his 10-day hunger strike in 1999 when he lived in a tent in front of

Cory Booker (Continued on page 6)

Dr. Francis Collins discusses “Promise and Peril of the Genomic Revolution” at Clough Colloquium

BY DAVID KETE, A&S '11

DR. FRANCIS COLLINS, FORMER DIRECTOR of the Human Genome Project and President Obama’s nominee to head the National Institutes of Health, delivered the Spring 2009 Clough Colloquium on March 26. Collins spoke about his achievements as well as the medical and ethical implications that are associated with the study of the genome.

“We are in the midst of a revolution that promises to utterly transform the practice of medicine, but which also has consequences,” Collins said. He went on to discuss how the human genome information gathered in the project will have positive effects in the world of medicine, but cautioned that there are also negative consequences to be avoided.

As a result of increased genomic knowledge, Collins noted, two main changes have occurred in modern medicine: a shift from reacting to diseases after they strike to working to prevent diseases, and moving away from a “one size fits all” treatment approach to an individualized one. This new approach would be used in deciding what drugs and doses to use only after doctors have looked at a patient’s genes to determine what will work best.



Dr. Francis Collins presented the medical benefits and ethical dilemmas of genomics to a full house.

While Collins emphasized the benefits and uses of genomics, he acknowledged the ethical dilemmas it creates as well. “One of the things that is most significant, and what I am most proud of about the Human Genome Project ... is that it included a study of the ethical, legal, and social implications of the project,” said Collins. He has testified at

dozens of Congressional hearings on these issues, which ultimately led to the passage of a bill preventing any discrimination against a person based on their genetic probability of getting certain diseases. ■

Rusesabagina Delivers Chambers Lecture

BY DARREN RANCK, A&S '12



Katelyn Chambers '12, Monever Chambers, Paul Rusesabagina, and Jonah Berman.

I’M ABOUT TO TELL YOU THE REAL-LIFE STORY behind the film *Hotel Rwanda*, and it’s much more violent behind the screen,” said Paul Rusesabagina, the hotel manager who was portrayed in the award-winning film. On Wednesday, March 18, he delivered the Chambers Lecture to a standing-room-only crowd in the Irish Room, recounting his actions during the Rwandan genocide of the early 1990s.

Rusesabagina (Continued on page 5)

Corporate Ethics Addressed at Winston Forum

BY KELLY CUPO, CSOM '11

ON TUESDAY, MARCH 10, STUDENTS, faculty, and professionals gathered to hear Deloitte's Chairman of the Board Sharon Allen speak as part of the Winston Forum on Business Ethics. At Deloitte, Allen is responsible for governance of the \$11 billion organization and oversees its relationships with a number of major multinational clients.

"In 35 years, a lot has changed and a lot will change, but one thing won't," Allen noted. "Ethical behavior will take you anywhere you want to go. Nonethical behavior will take you where you do not want to go. The choice is yours."

In her talk, Allen emphasized that the line between compliance and ethics must be clearly defined in order to understand ethical workplace decision-making. "You can be in full compliance with a rule or regulation but still be kept up all night. Compliance is written on a checklist found on a piece of paper. Ethical behavior is carved in stone."

To the crowd of business students, Allen said, "Today you lead yourself. Tomorrow you will lead others. There is an unquestionable linkage between ethical behavior and the examples that leaders set." ■

Jenks Leadership Program Update



The Jenks Leadership Program graduating class of 2009 celebrates their success in the Walsh Function Room..

ON MONDAY, APRIL 27, THE JENKS CLASS of 2009 was recognized for their successful completion of the program at a graduation ceremony in the Walsh Function Room. Each of the four teams gave a presentation on their service project, and discussed their successes and challenges during the course of their Jenks experience.

Projects focused on a number of worthy causes. The "Laces for Literacy" campaign aimed to raise awareness about literacy rates and donated books to a Boston after-school program; the "Q" Fund Project raised funds

for a Jesuit school in Africa; the "Jenks Juniors" group worked with students at Brighton High School; and the "RACK" (random acts of college kindness) team worked to recognize under-appreciated groups on the BC campus.

The Jenks Class of 2010 will continue their experience this fall with more workshops on leadership themes. In addition, the group will participate in a day of service and will work on developing their individual service projects to be executed in the spring of 2010. ■

Brennan Symposium: A Summit for Student Leaders

BY BRIAN VARIAN, CSOM '11

THE BRENNAN SYMPOSIUM, HELD ON APRIL 4 and sponsored by Boston College's Winston Center for Leadership and Ethics, offered freshmen and sophomore student leaders a unique opportunity to grapple with the ethical challenges of the present day.

Students from a variety of organizations at Boston College, including the Presidential Scholars Program, attended the Brennan Symposium, which was moderated by Dean Richard Keeley of the Carroll School of Management and organized by Jonah Berman, assistant director of the Winston Center. The symposium began with activities designed to encourage teamwork amongst students. In these activities, students were challenged to communicate effectively, while at the same time integrating the contributions of all.

Perhaps the most thought-provoking portion of the symposium involved an analysis of trustworthiness, as related to dealings in business. Given short video clips of several contestants participating in a game show, attendees were challenged to gauge the trustworthiness of those people, while relying on tone, posture, choice of words, and even dress. Following this exercise, students learned some of the techniques used by the Federal Bureau of Investigation (FBI) to ascertain trustworthiness. FBI agents can determine trustworthiness with approximately 70 percent accuracy, while the general population has an accuracy of about 50 percent.

The Brennan Symposium concluded with a short movie detailing a particularly bewildering ethical dilemma faced by a mountaineering team. While the subsequent discussion was vigorous, it led to no definitive solution. The ethical discussion initiated with the Brennan Symposium will surely continue amongst students well into the future. ■

AROUND THE TABLE: LUNCH WITH A LEADER

IN SPRING 2009, THE WINSTON Center's *Lunch with a Leader* series continued with visits from two distinguished Boston College alumni.

On February 4, Michael D. White '74, chief executive officer of PepsiCo International and vice chairman of PepsiCo, discussed the lessons he learned during his varied career, which included stops at Johns Hopkins for a Master in International Relations, as well as work as a consultant with both Arthur Andersen and Bain & Company.

Christine M. Reynolds '80, a graduate of the Carroll School of Management Honors Program, visited with students on April 1. President of Fidelity Pricing and Cash Management Services, Reynolds shared stories of some of the challenges she has faced in the workplace and even engaged students with an original April Fool's joke!



THE FALL 2009 CHAMBERS LECTURE

will feature Father Greg Boyle, S.J., founder and executive director of Homeboy Industries, Los Angeles, CA.

Homeboy Industries is an organization that helps formerly gang-involved youth become positive and contributing members of society.

**Thursday, November 12, 2009,
4:30 p.m. Gasson 100**

Generational Leadership Explored at Naval Academy Conference

BY ERICA GRAF



Carroll School students pose with their host midshipman at the Naval Academy campus in Annapolis.

IN JANUARY, FIVE UNDERGRADUATE students from the Carroll School represented Boston College at the 2009 United States Naval Academy (USNA) Leadership Conference. Held at the Naval Academy campus in Annapolis, Maryland, the conference featured a three-day program with the theme of "Generational Leadership." Carroll School students Joseph DeCarle '09, Matthew O'Brien '10, Anne Marie Treseler '11, and Michelle Meyer '12, as well as ROTC representative Michael Burke '11, attended the conference with more than 200 student leaders from both military and civilian schools.

W. Stanton Smith, national director of Cross Generation Initiatives, opened the conference by identifying the characteristics of the four generations intermingling in today's workplace. Due to differences in work habits, technology usage, and age, generations may conflict with one another at work. The speakers and panelists offered insight into this and other issues, which sparked dynamic discussion in small group breakout sessions.

One of the highlights of the conference was a keynote speech by Maryland Governor Martin O'Malley, who addressed the conference participants as well as the entire USNA brigade. Speaking of our vocation as community leaders in the United States, Governor O'Malley stated: "Our greatness as a people...is not found primarily in our economic, diplomatic, or military power; it is found in our fourth power: the power of our principles, the power of our values." Despite conflicts that exist between generations, the conference identified the timeless leadership qualities of values and compassion that unite us, no matter what our age.

After returning to campus, DeCarle, O'Brien, Treseler, Meyer and Burke agreed that the conference had a lasting impact. Treseler reflected, "I have noticed that I refer back to what I learned at the conference, especially in my interactions with professors, employ-ers, and recruiters. These generational differences actually exist. Now that I'm aware of them, I am better prepared to form relationships with members of different generations." ■

WINSTON CENTER RESEARCH UPDATE

SUMMER DAY CAMP

THE THIRD ANNUAL WCLE SUMMER DAY camp: Research 101 attracted more than 20 people—including faculty, doctoral students, and visitors from other schools within BC and local universities. The three days of intellectual “food for thought” included: a conversation on “Studying Corporate Social Responsibility from an Organizational Theory Perspective,” with Assistant Professor Chris Marquis, Harvard Business School; Professor Sandra Waddock, Boston College; and Associate Professor Brad Googins, Boston College, and was facilitated by Ryan Raffaelli, a BC doctoral candidate. BC Professor Mike Pratt offered “Ethnography 101,” and Professor Anat Rafaeli of Technion-Israel Institute of Technology presented “The Effects of Anger in the Workplace.”

ACADEMY OF MANAGEMENT MEETINGS

IN AUGUST, BC FACULTY AND WINSTON Center associates were well represented at the Academy of Management Conference held in Chicago. PhD students Erica Steckler, Marc Lavine, and Ryan Raffaelli participated in a symposium on “Corporate Social Respon-

sibility from the Ground Up: Cultivating an Employee-Centered Perspective.”

WCLE Research Director Mary Ann Glynn and doctoral candidate Mamta Bhatt presented their paper, “The Burden of Identity,” which examines the relational aspects of leadership.

Mike Pratt, WCLE Fellow, presented on “Managerial Work in Modern Organizational Contexts: New Work or New Challenges?”

Professor Jean Bartunek, WCLE-affiliated faculty member and Robert A. and Evelyn J. Ferris Chair, presented her work, “International Advances in Techniques and Methods of Academic-Practitioner Collaborative Research.”

WCLE-affiliated faculty member Professor Richard Nielsen addressed the current financial crisis, potential reforms, and implications for market-based society.

Professor Candace Jones discussed the responses of various organizations to allegations of corporate wrongdoing.

NEXT STEPS

THREE FORMER BC DOCTORAL FELLOWS with ties to the Winston Center are beginning new academic careers: Dan Halgin at the University of Kentucky, Rich DeJordy at Northeastern University, and Ian Walsh at University College Dublin. Our congratulations to all three!

RESEARCH ACCOMPLISHMENTS

WINSTON CENTER FELLOW MIKE PRATT has three forthcoming coauthored articles discussing topics related to leadership and ethics, which range across Polish companies in a transition economy to the role of intuition in ethical decision-making.

- Obloj, T., Obloj, K., and Pratt, M.G. (forthcoming, 2009). Dominant Logic and Entrepreneurial Firms’ Performance in a Transition Economy, *Entrepreneurship Theory and Practice*.
- Fiol, C.M., Pratt, M.G., and O’Connor, E. 2009. Managing Intractable Identity Conflicts. *Academy of Management Review*, 34 (1): 32–55.
- Dane, E. and Pratt, M.G. (forthcoming, 2009). Conceptualizing and Measuring Intuition: A Review of Recent Trends, *International Review of Industrial and Organizational Psychology* (Hodgkinson, G.P. and Ford, J.K., eds.), Vol. 24. Chichester, UK: Wiley.

Rusesabagina... (Continued from page 2)

He began by laying out the ethnic demographics of Rwanda, making a distinction between the majority Hutus and the minority Tutsis, and describing the nature of their relationship as a power struggle. “Hutus were the led while Tutsis were the leaders,” he explained. “The latter half of the 20th century found the Tutsis taking great control of Rwanda and surrounding African nations.” On April 6, 1994, the Hutu army set out to purge the Tutsis. Rusesabagina remembers that day and the struggles he faced with his family as they hid from the militiamen. “On September 11, you remember where you were, who you were with,” he said. “I remember April 6 in the same way.”

Rusesabagina described how he hid in his house with his wife and children along with 26 neighbors until armed soldiers climbed the gate. Rather than fight, he chose to speak with the men. “The best weapon is not a gun,” he said. “The best and worst weapon is words. With words, you can civilize; with words, you can kill.”

A question-and-answer session followed the lecture, marked by a spirited exchange during which some members of the audience disputed Rusesabagina’s account of events. He concluded that Rwanda is still a work-in-progress, and that he looks forward to continuing to work with, and for, the nation. ■

JENKS LEADERSHIP PROGRAM

Applications for the Jenks Leadership Program beginning in January 2010 will be accepted through September 25, 2009.

Look for our information table at the Student Activities Fair in September, or visit our website at: <http://www.bc.edu/schools/csom/leadership/program/jenks.html>

WINSTON CENTER SPONSORS SUMMER INTERNSHIP



IN THE SUMMER OF 2009, THE WINSTON Center launched its Summer Internship Program by providing financial support to a deserving Boston College student. Christopher Kirby A&S '12 spent the summer working in the office of Massachusetts Senator Edward M. Kennedy. Chris, a sophomore from San Diego, secured a slot that is typically reserved for juniors and seniors! "My time in Washington was exhilarating, educational, and inspirational. To roam the halls with policy makers by day and experience the grandeur and history of the city by night was absolutely unforgettable," Kirby said of his experience. The Winston Center will continue to support summer internships for students who are given an opportunity to further develop their leadership skills.

Lowney Speaks at Winston Collaboration

ON WEDNESDAY, APRIL 15, THE WINSTON Center and the Intersections Project hosted Chris Lowney in a unique invitation-only luncheon in the Fulton Honors Library. Lowney, a former Jesuit who subsequently became a managing director at J.P. Morgan & Co., is the author of *Heroic Leadership* as well as the recently released *Heroic Living*, both of which combine his knowledge of Ignatian values and modern business expertise.

In his talk, Lowney challenged students to think of themselves as the leaders they

admire, and to constantly strive toward becoming more purposeful in their lives. "Chris Lowney explored the relationship of the Ignatian tradition to leadership and connected professional discernment to Boston College's Jesuit identity. Participants in the Intersections Project have long valued his perspective and were delighted to engage in conversation with him at the Carroll School of Management. The audience was grateful to the Winston Center for making this possible," noted Intersections Project Director Burt Howell. ■

Fall 2009 Research Activities

THE WINSTON CENTER WILL HOST TWO Distinguished Visiting Fellows, Professors Jane E. Dutton and Lloyd (Lance) E. Sandelands, both from the University of Michigan, Ross School of Business.

Dutton, the Robert L. Kahn, Distinguished University Professor of Business Administration and Psychology, studies how organizational conditions strengthen the capabilities of individuals and firms. Her research has explored compassion and organizations, resilience and organizations, as well as energy and organizations.

Sandelands, Professor of Management and Organizations & Professor of Psychology, studies the social and spiritual dimensions of life in organizations. His recently published work examines business education with attention to its intersection with Catholic tradition; his articles include: "The Business of Business in the Human Person: Lessons from the Catholic Social Tradition" (*Journal of Business Ethics*) and "Christmas Thoughts on Business Education" (*LOGOS, A Journal of Catholic Thought and Culture*). ■

Cory Booker... (Continued from page 1)

Newark's worst housing project to protest open-air drug dealing.

"The Inaugural Jane Jacobs Lecture was a wonderful event as it brought together students and faculty from across the University," commented David Quigley, dean of the College of Arts and Sciences. "Mayor Booker spoke eloquently about the ways in which Jacobs shaped his thinking about cities. It was clear that many of the BC undergraduates in the room were similarly influenced by his example." ■



THE FALL 2009 CLOUGH COLLOQUIUM

will feature Alex Counts, president and CEO of the Grameen Foundation and author of *Small Loans, Big Dreams; How Nobel Prize Winner Muhammad Yunus and Microfinance Are Changing the World*.

Monday, November 16, 2009, at 4:30 p.m.
The Heights Room, Corcoran Commons

LEADERSHIP for CHANGE

EXPLORING SUSTAINABILITY

ACCORDING TO A 2007 SURVEY BY A.T. Kearney and the Institute for Supply Management, approximately 60 percent of large companies have formal sustainability plans and policies. Organizations of all sizes and across all business sectors are feeling pressures—economic, societal, and environmental—to make their business practices more sustainable. However, as a recent *Leadership for Change* faculty debate on the topic highlighted, defining “sustainability” is dicey. Defining it narrowly, solely in terms of environmental impacts, or too broadly to cover all social, economic, and environmental impacts, can cause it to lose utility. But when treated as a “systems thinking” approach to situational analysis, with a clear recognition of the interrelationship between the ecosystem and the social and economic systems, the relevance of sustainability to organizational management becomes clear.

Pedagogically, sustainability can be taught as a holistic way of thinking about a resource use or process that emphasizes measuring systemic and long-term impacts through both functional and ethical screens. The facts regarding ecosystem degradation and increasing social insecurity and income disparity clearly indicate that post-industrial economic practices have not well considered their long-term impacts on other supporting systems. This failure, it can be argued, is not only one of intellectual shortsightedness, but also one of leadership; and it is into this vacuum of far-sighted leadership for the common good that *Leadership for Change* and its Sustainability module charge.

Following consultation with program alumni, discussion amongst faculty, and the running of a pilot, *Leadership for Change* is

introducing a Sustainability module in the 2009–2010 program. The two-day module, to be held in February 2010, will feature a one-day workshop open to the public (including BC students, alumni, and local executives), and a second day working with *Leadership for Change* participants to explore the connection between individual values and actions and broader systemic impacts. Topics to be discussed within the Sustainability framework are: consumerism, American individualism, energy and water use policies, product life-cycle assessment, carbon footprinting, climate change, business sustainability plans, measurement and reporting, and social justice implications.

As James Elder of the Campaign for Environmental Literacy points out, “Learning how 6–9 billion humans can live within the limits of the planet’s life support system without increasing suffering on a massive scale is the defining challenge of the 21st century.” Equipping business and civic leaders with the knowledge and tools to manage complex systems is key to meeting this challenge, and to furthering the stated goal of *Leadership for Change*: “responsible, sustainable action in organizations and society.” ■

Leadership for Change is accepting applications from working professionals for the next 10-month session starting September 2009. For more information, visit www.bc.edu/lfc or call 617-552-2044.

Leadership for Change is a program of the Winston Center for Leadership and Ethics at Boston College.

Peter Crawley is the founder and principal of Satoria Consulting. He is an adjunct faculty member and practicing business partner in the *Leadership for Change* program (www.bc.edu/lfc).

WINSTON UPDATE

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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 2009–2010 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 the lives of students and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

FALL EVENTS

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

SEPTEMBER 11

WINSTON CENTER RESEARCH SEMINAR

Jane E. Dutton, Professor of Business Administration and Psychology, Ross School of Business, University of Michigan
Fulton Hall Honors Library
 10:00 a.m.

SEPTEMBER 30

WINSTON CENTER RESEARCH SEMINAR

Mukti Khaire, Assistant Professor of Business Administration, Harvard Business School
Lynch Center, Fulton 513
 10:00 a.m.

OCTOBER 21

A WINSTON CENTER COLLABORATION

With the Boston College Alumni Association
 Featuring Liz McCartney '94, "2008 CNN Hero of the Year"
Murray Room, Yawkey Center
 4:30 p.m.

OCTOBER 28

WINSTON FORUM ON BUSINESS ETHICS

Featuring Mike Dupee '91, Vice President for Corporate Social Responsibility, Green Mountain Coffee
Murray Room, Yawkey Center
 4:30 p.m.

OCTOBER 29

FOOD & SUSTAINABILITY: AN INTERACTIVE TRANS-ATLANTIC DIALOGUE

At Boston College, sponsored by *Leadership for Change*, FONDACA of Italy, and the Sustainable Business Network (SBN) of Greater Boston
Gasson 100
 7 p.m.

NOVEMBER 4

WINSTON CENTER RESEARCH SEMINAR

Lloyd E. Sandelands, Professor of Management and Organizations & Professor of Psychology, Ross School of Business, University of Michigan
Lynch Center, Fulton 513
 10:00 a.m.

NOVEMBER 12

THE CHAMBERS LECTURE SERIES

Featuring Father Greg Boyle, Founder and Executive Director, Homeboy Industries
Gasson 100
 4:30 p.m.

NOVEMBER 16

CLOUGH COLLOQUIUM

Featuring Alex Counts, President and CEO, The Grameen Foundation
Heights Room, Corcoran Commons
 4:30 p.m.

For questions about Winston Center events, please call 617-552-9296 or email winston.center@bc.edu.**BOSTON COLLEGE**CARROLL SCHOOL *of* MANAGEMENT

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