

# WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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## Chambers Lecture Focuses on Kinship: Father Greg Boyle, SJ, and Homeboy Industries

**W**E SHOULD STAND IN AWE OF WHAT THE POOR HAVE TO CARRY, AND NOT IN JUDGMENT OF HOW THEY CARRY IT," said Father Greg Boyle, SJ, in delivering the Chambers Lecture on November 12, 2009, to a standing-room-only crowd in Gasson's Irish Room. Father Boyle, the founder and executive director of Homeboy Industries in Los Angeles, brought many to tears with the stories of loss and redemption he shared. At Homeboy Industries, "Father G," or "G," as he is affectionately known, works with formerly gang-involved youth who are looking to turn their lives around. He and his staff do everything from counseling and job training to tattoo removal, and help to find career opportunities for the young men and women with whom they work, sometimes even hiring them to work at one of Homeboy's flagship businesses. As is his custom, Father Boyle brought two of the "homies" along with him; at this lecture, he introduced the audience to Dennis and Robin, who had experienced their first plane flight on their trip to Boston.

Father Boyle stressed the idea of kinship throughout his talk, emphasizing that we must see the poor as human beings and as equals,

not as the recipients of our "service." While sharing stories of success about former gang members whom he helped get back on track,

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**Father Boyle** *(Continued on page 2)*



Carroll School Dean Andy Boynton, Gloria Clough, Alex Counts and Chuck Clough.

## Microfinance as a Platform: Alex Counts at the Clough Colloquium

**ON MONDAY, NOVEMBER 16, 2009, ALEX** Counts, president and CEO of the Grameen Foundation, delivered the Clough Colloquium, the eighth in the Winston Center's flagship lecture series. Counts, who founded the Grameen Foundation in 1997, is the author of *Small Loans, Big Dreams: How Nobel Prize Winner Muhammad Yunus and Microfinance Are Changing the World*. During his talk, Counts recalled his personal journey in the world of microfinance and shared stories

of the successes he has witnessed as a result of microfinance initiatives.

"As incomplete as it is," Counts said, "the global microfinance industry is the closest thing we've ever had to a system that creates the possibility of the global economy of 'haves' doing business with the economy of 'have-nots.'" Counts noted that three main barriers prevent poor people worldwide from entering the global economy: a dearth of education, fragmentation of the population, and a lack of access to capital.

In his view, microfinance is a system with the potential to solve these three problems through its creative approach of empowering those at the "bottom of the pyramid."

In a small private session with students and faculty before the public lecture, Counts fielded questions on a range of topics and shared information about the Grameen Foundation's latest initiatives. For more information on the work of the Grameen Foundation, visit [www.grameenfoundation.org](http://www.grameenfoundation.org). ■

### Father Boyle... (Continued from page 1)

Father Boyle wept as he remembered some young men and women who had been lost too soon, even as they were making positive changes in their lives.

During his three days on campus, Father Boyle also spent time with students involved in social work and theology. ■



### THE SPRING 2010 CLOUGH COLLOQUIUM

will feature David Brooks, author, New York Times columnist, and NPR contributor

Monday, March 22nd, 2010 at 4:30 p.m.  
Gasson 100

## Jenks Leadership Program Welcomes the Class of 2011

**O**N SUNDAY, JANUARY 17, AND MONDAY, January 18, the Jenks Leadership Program (JLP) welcomed its new class of 26 students with the annual opening retreat held at the Whispering Pines Conference Center in West Greenwich, Rhode Island.

The Jenks Class of 2011 consists of freshmen, sophomores, and juniors representing the Carroll School of Management, the College of Arts and Sciences, and the Lynch School of Education. This select group of students was chosen in the fall of 2009 through a competitive application and interview process. Via a series of workshops over the course of three semesters, they will develop and foster both their individual and team leadership skills. At the end of the program, the students will be able to implement the skills and knowledge gained to plan and execute a service project.

During the retreat, guests Joe Bonito '79 and Tom McGuinness facilitated a series of interactive workshops centered on Robert Greenleaf's concept of "Servant Leadership." Bonito was part of JLP from his sophomore through senior years; as a senior, he became the director of the program along with Sandy Jenks, the founding director of University Counseling and the program's namesake. Currently, Bonito is a senior vice president at Bank of America where he leads internal consultants in the areas

of leadership development, organizational effectiveness, and talent management. Alongside Bonito was Tom McGuinness, the director of University Counseling Services. Having been the staff director for JLP throughout the years, McGuinness was able to supply a detailed history of the program to the new Jenks Class. Through individualized self-assessments and group projects, the students discovered what type of learners they are and how their personal style will contribute to overall group dynamics.

Newly appointed student directors Lauren Anter '11 and Simone Tam '11 were enthusiastic about the energy coming from the new class. "We were pleased to see the chemistry and incredible group dynamics this class brought to the table," noted Anter. "This is only the beginning, and we're really excited to see how they will grow over the next three semesters," Tam added.

Meanwhile, the Jenks Class of 2010 had a successful fall semester. In addition to attending further leadership seminars, they devoted time to the service projects that they will execute this semester. Meeting for the first time in their service project groups, they began to conceptualize their projects. Both on and around campus this spring, you will see these Jenks students in action, as they apply their leadership skills to service projects that aim to better the lives of those both in and around the BC community. ■



The Jenks Leadership Class of 2011.

## LIZ MCCARTNEY '94: LESSONS LEARNED FROM KATRINA

**W**HEN LIZ MCCARTNEY '94 traveled to New Orleans in the wake of Hurricane Katrina in 2005, she was shocked by what she saw. Upon returning home, she could not forget the images of flooding, devastation, and wreckage. McCartney and her boyfriend, Zack Rosenburg, decided to do something about it. They returned to New Orleans and founded the St. Bernard Project, which since 2006 has put hundreds of New Orleans families back into permanent housing. On October 21, 2009, McCartney returned to campus in a Winston Center collaboration with the Alumni Association to talk about her experiences and to share the lessons she had learned along the way.

"When Zack and I went down to New Orleans to volunteer, we were totally unprepared for what we saw," McCartney recalled. "Six months after the storm, I was expecting to see all signs of progress. But when we got there, we saw cars still on top of houses—it looked like the storm had just blown through a few days beforehand." Slowly, without any training in building or construction, she began to make connections with the right people and was able to gather the resources to start rebuilding homes. In 2008, McCartney and the St. Bernard Project were recognized as a "CNN Hero of the Year" for their work.

In closing, McCartney shared some observations for students to consider on their personal leadership journeys. "Becoming a leader is a process. We don't all wake up one morning and say, 'I get it.'

**LIZ MCCARTNEY** (Continued on page 4)

## AROUND THE TABLE: LUNCH WITH A LEADER

This spring, the Winston Center's Lunch with a Leader program will feature the guest speakers highlighted below. All events take place in the Fulton Honors Library from 12:00 to 1:30 p.m., and are by invitation only. If you are interested in attending, please email [winston.center@bc.edu](mailto:winston.center@bc.edu).

**Tuesday, February 16, 2010**

**AL KELLY**

President and Head of Global Consumer Group, American Express

**Wednesday, March 10, 2010**

**JIM GIBBONS**

President and CEO, Goodwill Industries International, Inc.

**Tuesday, April 13, 2010**

**FATHER WILLIAM P. LEAHY, SJ**

University President

## WINSTON CENTER SUMMER GRANTS

This summer, the Winston Center is again offering stipends to students who are participating in unpaid internships that will enhance their leadership skills. Only a limited number of grants are available. To inquire, please email [winston.center@bc.edu](mailto:winston.center@bc.edu).

## NEW WEB FEATURES

The Winston Center now has video available of many past keynote lectures, including speakers from the Clough Colloquium, Chambers Lecture, and Winston Forum on Business Ethics. In this issue the  symbol indicates that you can find streaming video by visiting [www.bc.edu/leadership](http://www.bc.edu/leadership).

## Michael Dupee '90: Social Responsibility From Bean to Brew at Green Mountain Coffee Roasters



Michael Dupee '90 with MBA students at the Winston Forum.

**A** JOINT JD/MBA PROPELLED MICHAEL Dupee '90 to a coveted job in the distressed assets group at Goldman Sachs in New York City, but three years in such high-altitude financial work left him longing for something more. Dupee left the city to scale the heights of a different sort in his home state of Vermont, becoming the vice president of corporate social responsibility for Green Mountain Coffee Roasters (GMCR). On Wednesday, October 28, 2009, Dupee returned to Boston College to talk about his personal journey and to discuss what GMCR is doing, under his leadership, to promote a more just world.

"At GMCR, we are guided by the belief that companies have both the responsibility and the capability to help create positive sustainable change, and this belief is at the core of our

business model," Dupee stressed. "We try to keep in mind the synergy of the 'and,' as opposed to the tyranny of the 'or.' That means we're committed to maintaining a profitable growing business, treating our stakeholders fairly, and behaving in an environmentally and socially responsible way." Dupee went on to discuss the multitude of ways in which GMCR has worked to provide coffee growers a fair wage, treat their employees justly, and reduce their carbon footprint, including the recent installation of solar paneling at its distribution center in Waterbury, Vermont.

Earlier in the day, Dupee met with a small group of undergraduate students in a Lunch with a Leader event, where he discussed in more detail how his Boston College experience shaped the career choices that led him to GMCR. 

**LIZ MCCARTNEY** ...*(Continued from page 3)*

Leadership builds on experiences that you have. We have to muddle through it for a while, to figure out who we are, what's important to us, and how we can make a difference in the world." Bob Sherwood, special advisor to the BC Alumni Association, noted

that "Liz made students and alumni realize how just one or two very committed persons can create an incredibly effective organization that can provide very valuable humanitarian assistance. The values that Liz exemplifies are a wonderful reflection of her Jesuit education." 

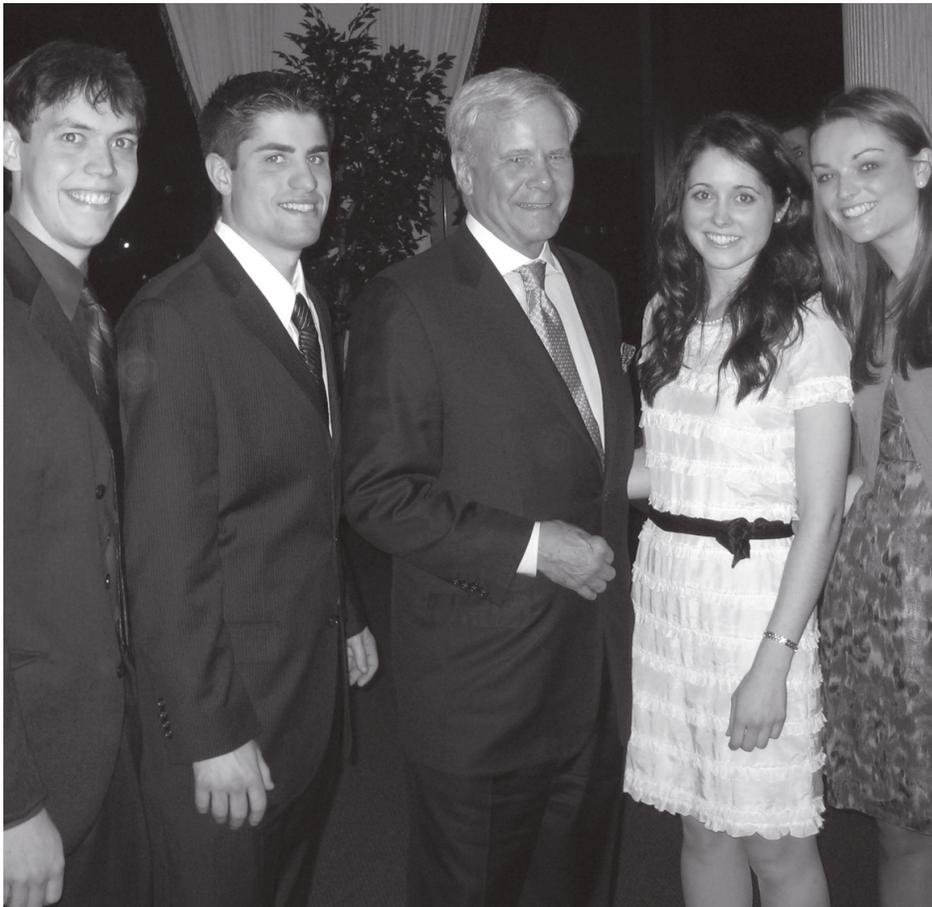
## “Leadership Under Stress” Explored at Naval Academy Conference

**F**ROM JANUARY 24 THROUGH JANUARY 27, four Boston College seniors attended the annual Leadership Conference at the U.S. Naval Academy (USNA) in Annapolis, Maryland. Meredith Loughlin, Bryan Ramos, Katherine Riedy, and Paul Wooten participated in a series of lectures, panels, and breakout sessions on the conference theme, “Leadership Under Stress: Transforming Crises into Opportunities.”

The conference was hosted by the USNA’s Department of Leadership, Ethics, and Law, which invites students from undergraduate schools with a leadership development program or ROTC unit, as well as students from other service academies to attend the event. Each year, the conference is based on a theme pertinent to current events and includes leadership topics related to the government, the military, business, and academia.

Numerous guest speakers participated in the event, including NBC correspondent Tom Brokaw, who served as the keynote speaker on Monday, January 25. Students also had the chance to tour and learn more about the Naval Academy.

Established in 1984, the USNA Leadership Conference is sponsored by the Class of 1938 and the Hart Foundation. At this year’s conference, approximately 150 students from 42 different institutions attended. ■



Paul Wooten, Bryan Ramos, Katherine Riedy, and Meredith Loughlin with Tom Brokaw.

## WINSTON CENTER RESEARCH UPDATE

**I**N SEPTEMBER 2009, WITH THE support of the Winston Center for Leadership and Ethics, Rick Cotton, Bill Stevenson, and Jean Bartunek submitted their manuscript, “The Road Back? A Multilevel Study of Ethical Leadership, Values Enactment, and Commitment following Organizational Scandal,” to the *Leadership Quarterly*. The study focused on the effect of ethical leadership on organizational commitment at a firm that had recently faced two scandals and had installed a new CEO. The study found that ethical leadership on the parts of both the new CEO and business unit leaders positively affected employee perceptions regarding the enactment of core values and their organizational commitment. The article is currently under review.

Winston Center faculty member Richard Nielsen’s article, “Win-win Solutions to Problems with Ethical Dimensions” was published in the 2009 *Journal of Business Ethics*. In addition, Nielsen served as symposium chair for the talk, “Ethical Issues in the U.S. Bailout and Stimulus Programs,” at the August 2009 Society for Business Ethics conference.

Winston Center Research Director Mary Ann Glynn’s new doctoral Seminar on leadership, being offered this spring, is one of the first courses of its kind in the country. Entitled “Leadership Theories and Research Methods,” the intent of the course is to interest future scholars in researching leadership. The course exposes doctoral students to major theoretical and empirical approaches to the study of leadership, and uses leadership as the context for exploring broader issues.



## THE SPRING 2010 CHAMBERS LECTURE

will feature Charley Casserly, former Houston Texans and Washington Redskins general manager and CBS Sports NFL analyst

Casserly will discuss the challenges of leading two different NFL franchises and the importance of ethical decision making in sports management. He will additionally address the issues he faces in his new career as an analyst with CBS Sports' The NFL Today. A reception will follow the lecture.

Thursday, March 25, 2010, 5:00 p.m.  
The Heights Room, Corcoran Commons

## Arizona Ethics Case Competition

BY ERICA GRAF

**F**OR THE SECOND YEAR IN A ROW, BOSTON College sent two student representatives to the Eller Ethics Case Competition at the University of Arizona. This past October, Carroll School of Management juniors Kristen Borrero and Brian Varian participated in the two-day event with 25 other universities from across the country.

In the month leading up to the competition, Borrero, a finance and philosophy double major, and Varian, a finance and history double major, prepared a case analysis. The case discussed the release of Tata Motors' Nano car into India and presented ethical issues around business, the environment, and safety. Each team had to prepare a 20-minute presentation that outlined their recommendation for Tata's board of directors. Borrero and Varian

cited the Rawlsian concept of distributive justice, noting that the short-term financial and environmental sacrifices would be worthwhile as the Nano would offer the Indian population more mobility and better quality of life.

After presenting to the judges and undergoing a round of case questions, four teams were chosen to compete in the final competition. Though Borrero and Varian did not make it to the final round, the Boston College team was congratulated for its ethical insight by the judges and by Dr. Paul Melendez, director of the Eller Ethics program. Dr. Melendez shared that Borrero and Varian "presented a critical analysis of the Tata Nano case that brought to light complex issues of sustainability and safety." ■



Kristin Borrero '10 works with teammates to cross a tight rope during the the Eller Business College Ethics Case competition. Photo by Tim Glass/The Arizona Daily Wildcat.

## 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 student life and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

## LEADERSHIP for CHANGE

## LOOKING BACK, LOOKING AHEAD

**T**HE LEADERSHIP FOR CHANGE (LC) PROGRAM, a joint venture of the Department of Sociology and the Carroll School of Management, is now in its 16th year. Each participant in the program initiates and implements a change-making project. Because LC projects are designed to solve real problems, they provide an interesting barometer of the most pressing business priorities and concerns in New England and the nation.

The period from 1990 to 2000, for example, has been called the “Mergers and Acquisitions Decade,” and LC projects in those years reflected this trend. One senior hospital executive pledged that no employee would be without a position after a merger, and then organized a series of re-training workshops with a system-wide review of job descriptions to ensure her promise could be kept. At a Boston-area bank, a communications strategist coordinated a redundancy exercise working with laid-off employees to find positions at other banks. A department head at a merged financial services firm performed a systemic analysis of workflow and scheduling in order to consolidate and unify office functions. These three projects reflected the need to “do more with less,” and responded creatively to the churning business environment.

This year at Leadership for Change, we see another reaction to current trends, as organizations seek to invigorate their competitive position and stakeholder relationships in a weakened economy. Several LC projects are focused on fostering unity of purpose and morale among employees. Here are three exciting new projects:

One participant is developing a global communications strategy for a consulting firm that has experienced rapid growth in more than 20 locations worldwide. Initially faced with the challenge of creating a more effective meeting process, she scaled up her strategy by beginning with the mission and vision of the firm as a whole instead of how to run a meeting. By interviewing senior executives, she will gain a sense of the original founding principles of the firm. Disseminating these ideas globally will contrib-

ute to the cohesion and focus of the organization when shared across national borders.

Another LC project attempts to solve a problem found in many business environments since the uncertain economy has led many decision makers to hire “contingent workers” who receive no benefits and can be terminated without notice. This trend creates two subgroups of workers in an organization, with one group having a more secure attachment to the organization. Ironically, many of the contingent workers have additional skills and could potentially be long-term contributors to the overall success of the company. The LC participant is developing a plan to welcome contingent temporary workers into the permanent workforce. Her plan includes improving the supervision and performance feedback of contingent workers to a level consistent with long-term employees.

A third LC project involves the sponsorship of a companywide film festival at a global banking firm. By highlighting the efforts of its sponsored teams through films, the company aims to capture the sense of diversity and collaboration that is part of its corporate culture. The many benefits of this exercise include friendly competition across organizational boundaries, gaining recognition for morale-building initiatives, and using the film festival as a recruiting tool for prospective employees.

These creative project ideas reflect the multiple bottom-line approach to business that is at the heart of the Leadership for Change program. As the range of past projects has shown, these pioneering practices may be the beginning of major trends. ■

Leadership for Change is a work-based program that empowers responsible, sustainable action in organizations and society.

Paul S. Gray, PhD, is Associate Professor of Sociology and Faculty Chair of Leadership for Change. He focuses on corporate citizenship, leadership development, and business and social change, and has served as senior faculty at the Center for Corporate Citizenship. Gray's most recent book is *The Research Imagination: An Introduction to Qualitative and Quantitative Methods* (Cambridge University Press, 2007).

## WINSTON UPDATE

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

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

## SPRING EVENTS

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

MARCH 10

**LUNCH WITH A LEADER**

Featuring Jim Gibbons, President and CEO, Goodwill Industries International, Inc.

*Fulton Honors Library - By Invitation Only*

12:00 P.M.—1:30 P.M.

MARCH 11

**WINSTON FORUM ON BUSINESS ETHICS**

Featuring Jim Koch, founder and CEO, Boston Beer Company

*Murray Room, Yawkey Center - By Invitation Only*

6:00 p.m.

MARCH 22

**CLOUGH COLLOQUIUM**

Featuring David Brooks, author, New York Times columnist, and NPR contributor.

*Gasson 100*

4:30 P.M.

MARCH 25

**THE CHAMBERS LECTURE SERIES**

Featuring Charley Casserly, former Houston Texans and Washington Redskins general manager and CBS Sports NFL analyst

*The Heights Room*

5:00 P.M.

MARCH 27

**THE BRENNAN SYMPOSIUM FOR STUDENT LEADERSHIP AND ETHICS***The Heights Room*

9:00 A.M.—5:00 P.M.

APRIL 13

**LUNCH WITH A LEADER**

Featuring Father William P. Leahy, SJ, University President.

*Fulton Honors Library - By Invitation Only*

12:00 P.M.—1:30 P.M.

APRIL 20

**LEADERSHIP FOR CHANGE INFORMATION SESSION**

Meet Faculty and Alumni in an interactive discussion and learn more about this executive/graduate-level program for working professionals. Contact 617-552-2044.

*Fulton 513*

6:00 p.m. TO 8:00 p.m.

MAY 21

**LEADERSHIP FOR CHANGE EARLY APPLICATION DEADLINE FOR COHORT 17**

Applicants are encouraged to apply early based on the limited space and size of each cohort.

JULY 30

**LEADERSHIP FOR CHANGE FINAL APPLICATION DEADLINE FOR COHORT 17**Applications are available at [www.bc.edu/lfc](http://www.bc.edu/lfc) or contact 617-552-2044. Late applications will be considered based on space availability after August 15.For questions about Winston Center events, please call 617-552-9296 or email [winston.center@bc.edu](mailto:winston.center@bc.edu).**BOSTON COLLEGE**

CARROLL SCHOOL of MANAGEMENT

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