

# BOSTON COLLEGE

CARROLL SCHOOL  
OF MANAGEMENT

# WINSTON UPDATE

The Winston Center for Leadership and Ethics

••• PULITZER PRIZE-WINNING JOURNALIST  
TINA ROSENBERG ASKS, *IS PEER  
PRESSURE A BAD THING?*



Tina Rosenberg addresses crowd at annual Brennan Symposium.

**Tina Rosenberg**, *New York Times* columnist, was the featured speaker at this spring's Brennan Symposium. Rosenberg's address was based on her latest book, *Join the Club: How Peer Pressure Can Transform the World*. Prior to the main talk, Rosenberg met with student groups to illustrate how they can mobilize one another and build a successful movement in an effective way. Using some Jenks projects as examples, she was able to help students reframe the methods of engagement and deployment that would result in an effective outcome.

Rosenberg's message centered on the positive aspect of peer pressure. She explained that identifying with a peer group whose message or belief is already aligned with one's own beliefs is the most effective way to motivate behavior change. Rosenberg supported this notion with two examples, the Florida campaign designed to discourage teens from starting to smoke; and *Otpor*, a student movement that helped overthrow the Serbian dictatorship in the 1990s. She noted that the way the messaging is designed is important.

Making sweeping statements and declarations does not work, because teens already know that smoking is bad. Fear mongering, such as cautioning that *smoking kills*,

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PHOTO BY JOHN GILLOOLY

## • • • CBS'S LARA LOGAN TALKS CAREER-FAMILY LIFE BALANCE

By Gabrielle Hanlon, CSOM '17 and Morgan Dykman, MCAS '18, Winston Center Ambassadors



Lara Logan with Winston Ambassadors.

The Chambers Lecture Series presented Lara Logan, *60 Minutes* Correspondent and CBS News Chief Foreign Affairs Correspondent, to a packed audience. Logan began by asking the audience, regardless of their careers, if they would jump on a plane and go to Liberia amid the Ebola epidemic. That is what Logan did, despite the dangers and the pull of family responsibilities.

Logan stressed the importance of staying true to oneself and fair to the subject of the interview. She wants the story to be their story—they get to decide what message

is to be told. In her search for information, she explained that honesty with the interviewee is key, saying “most people will respect you if you are honest, even if they don’t like what you have to say.” To Logan, her career is not simply reporting but researching and investigating each and every story to the fullest.

As a mother of two, Logan’s dedication and passion for not only her career, but also her family were evident as she spoke. Highlighting the importance of family, she noted the challenges of being a woman

“... most people will respect you if you are honest, even if they don’t like what you have to say.”

– Lara Logan

and a mother in her field. Although she has faced skepticism in her career for being a woman, Logan remains confident in her abilities and lets her skills make her indispensable. She explained: “I could write, I could tell stories, I could outdo any of the men in the business. You have to make yourself so valuable that they won’t let anyone else do it.”

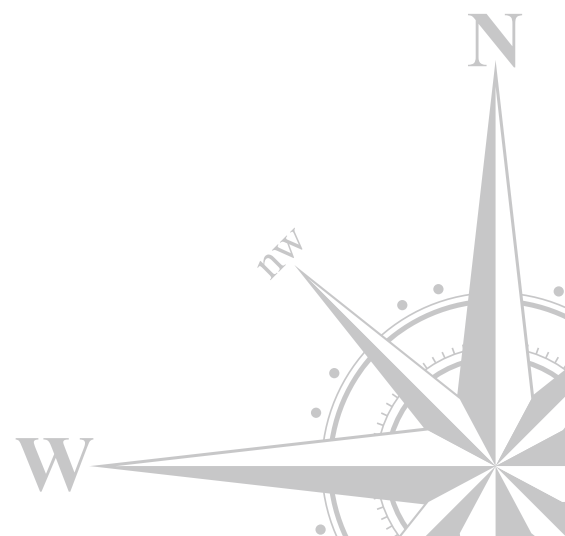
Logan’s infectious passion left the audience inspired. ●

## • • • WINSTON AMBASSADOR SPOTLIGHT



CoReHUB (Castro, second from right)

Chris Castro '15 was part of the winning team at this spring’s Boston College Venture Competition. Castro’s team won \$20,000 for CoReHUB, a Zillow-type real estate listing platform designed to help commercial tenants and brokers make quick, sound, and effective decisions. ●



• • • **CLOUGH COLLOQUIUM: KAREN HUGHES  
RECOUNTS HER TIME IN THE WHITE HOUSE**



PHOTO BY JOHN GILLOOLY

Karen Hughes speaks at the Center's Clough Colloquium.

Ambassador Karen Hughes, former advisor to President George W. Bush, addressed the audience at the Center's Clough Colloquium in February. Her talk, entitled "The **CEOs**—Clarity, Example, Optimism—**of Leadership**," was a narrative of her experience working with Bush in the White House. She defined **Clarity** as having a clear message that communicates core values, convictions, and philosophy. Bush told his staff what his priorities were and what theirs should be, she said, and held them accountable. He was clear about his expectations, and wanted collaboration since they were all part of the president's team. Hughes stressed the notion that what you do shows more clarity than what

you say. **Example**, she said, is a powerful thing. Leading by example is demonstrating humility, which means reaching out to the people who know more than you do, listening to others, welcoming disagreements, and expecting to be told the truth from staff. Inspiration and aspiration breed **Optimism**. The leader who is able to see the larger, more important, and more urgent mission or cause—and who can enlist people to follow that cause—is also the one who demonstrates confidence and hope that the resulting outcome will be successful. Hughes concluded the talk by urging students to follow their passion while keeping sight of their priorities. ●

• • • **LUNCH WITH A LEADER: DANIEL KOH AND  
JOHN FISH TALK TO STUDENTS**



PHOTO BY ALEX STANLEY

Daniel Koh

As part of the *Lunch with a Leader* lecture series, the Winston Center welcomed Daniel Koh, Chief of Staff of the City of Boston, and John F. Fish, Chairman and CEO of Suffolk Construction and Chair of

the Boston College Board of Trustees. In March, **Dan Koh** met with students to talk about his work in both the private sector (he is former Chief of Staff of the *Huffington Post*) and government, and his plan to use data analytics and technology to help the City of Boston run more efficiently. During his short tenure, Koh has introduced technology to reduce the city's permit wait times by 25 percent and to eliminate the 4-month-long system backlog. This past winter, the use of data-tracking systems was never more valuable as when technology was used to track and manage the city's massive snowfall and intricate snow plow deployment. Koh's love for data and technology promises to usher in a new, modern, and connected Boston. In April, **John F. Fish** spoke to students about leadership, and how he was able to overcome dyslexia to become a successful business leader and

the CEO of one of the country's most profitable construction companies. Fish stressed the importance of team and relationship building as key components of a business leader's enduring success. ●



PHOTO BY DREW HO

John Fish

## ••• WINSTON COLLABORATION: LEGAL ATTACKS OF NAZI LAW ANALYZED

By Gus Merrell, *The Heights Staff*



PHOTO BY CHRISTOPHER SOLDT

### Third Reich panel

*Legally Blind*, a two-day conference sponsored by several groups on campus, including the Winston Center for Leadership and Ethics and the Jewish Studies program, brought scholars together to discuss the effects that the Nazi laws had on civil laws, race, and religion within

Germany and Western Europe. Panels focused on the impact that the Nuremberg laws had on Jews in both Germany and France; they also examined the effect that the Nazi laws had on medical and religious policies within the Third Reich, and took a closer look at the Nuremberg trials, which resulted in the conviction of many prominent leaders within Nazi Germany for war crimes committed beginning in 1933. “Once the law was kicked out, the new totalitarian system moved into place,” said Professor John Michalczyk, the Director of Film Studies and Co-Director of Jewish Studies at Boston College. “This conference is starting at that point and ending with the Nuremberg Trials, where everything that happened during the 12-year period was subject to the law.” ●

## ••• PULITZER PRIZE-WINNING JOURNALIST TINA ROSENBERG...

(Continued from page 1)

backfires. Counting on experts also fails, because they are public health professionals who use statistics to promote the message, and research confirms that this is not an effective way to reach the teen population. The group behind the campaign identified that teens start to smoke in rebellion to being told that they should not do it. Using the tobacco companies’ ads to demonstrate that teens were actually being told by the tobacco companies to smoke, the group used this premise to instigate teen rebellion against the tobacco companies.

During the Serbian dictatorship, people felt powerless, and the *Otpor* movement was created to mobilize them to action. Starting with 11 members and no hierarchal structure, the group’s strategy was to recruit, train, and act. Employing pranks and street theater to speak out about the evils of the dictatorship attracted and engaged others to join the cause; two years later, the group had a membership of more than 70,000.

Rosenberg cautioned that not all effective movements are sustainable. In the case of Florida’s no smoking campaign, the results were initially positive and saw a decline in teen smoking. However, the tobacco companies lobbied to have the messaging be health focused and won. After the overthrow of Slobodan Milošević, the purpose of the *Otpor* movement became moot. Rosenberg concluded her talk by reiterating that the best person to deliver a message is one’s peer. She reminded us that convincing someone to agree with your belief is not the tactic to employ since that person probably already shares a similar belief. Rather, it is the ability to move that person from passivity to mobility that brings about the most effective change. ●

## ••• WINSTON UPDATE

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## ••• JENKS LEADERSHIP PROGRAM UPDATE



### Jenks at USNA Leadership Conference

In January, Student Directors (Class of 2015) Ted Raddell '15 and Michael Stanley '15 attended the 2015 Leadership Conference at the United States Naval Academy. The conference, entitled **“Leading in an Interconnected World,”** featured speakers from various industries who talked about the effects on leadership in the age of advancing technology. Retired Four-Star General Stanley A. McChrystal was the keynote speaker.



PHOTO BY CHRISTOPHER SOLDT

### Jenks presentations 2015

**Class of 2015 Projects:** Four teams presented in April to an audience that included Bob and Judy Winston and Jenks alumni, representing classes from the 1970s and 1980s. For this year's projects, two of the groups partnered with Relay for Life. **Smoke-Free BC** is an initiative focused on making BC a smoke-free campus, which the Undergraduate Government of Boston College (UGBC) plans to advance. **Jenks Loves Mail**, a letter-writing campaign with notes of love and encouragement to survivors and women fighting cancer, was received with much enthusiasm, and the Relay for Life organizers have asked that this initiative be repeated next year. The **Mini Jenks at Bird Street Community Center** team used games and skits to teach team-building and conflict resolution skills to middle schoolers, while the **Passing It Forward** team facilitated workshops with high schoolers at the Roxbury Youth Program to foster learning and leadership, and encourage students to pursue higher education. ●

## WINSTON CENTER RESEARCH ACTIVITIES

By Mary Ann Glynn

### CONFERENCES

More than 20 BC faculty and doctoral students presented at the 2015 Academy of Management meetings in Vancouver, British Columbia. BC attendees presented a wide array of research-oriented topics that included: organizational change, creativity, entrepreneurship, strategy, competitive dynamics, identity, institutions, and social issues in management. Assistant Professor **Sean Martin** presented a research project on leadership (conducted with a Cornell colleague) entitled, “When Will She Be a Leader? The Effect of Voice and Gender on Leader Emergence.”

Faculty and PhD students presented dozens of papers, symposia, and professional developmental workshops; some of these were designated as Showcase Symposia, indicating that they were in the top 10% of all symposia. One of these, focusing on organizational persistence and imprinting, with BC Professor **Mary Ann Glynn** and BC alumnus and HBS Professor **Ryan Raffaelli**, won the Organization and Management Theory (OMT) Division Best Symposium Award.

### NEW FACULTY

The Management and Organization department welcomes its newest Assistant Professor, **Suntae Kim**, who was just awarded his PhD from the University of Michigan's Ross School of Business. Professor Kim is the winner of a Robert L. Kahn Fellowship for the Scientific Study of Social Issues. His dissertation research contrasts two business incubator companies in Detroit—one a more conventional venture capital backed entrepreneurial startup, and the other an innovative social enterprise that sought to give back to the community. Although the finance-oriented incubator has its merits, Professor Kim sees more benefit for the community and for sustainable goals in the social enterprise. (For more information, see <http://home.isr.umich.edu/sampler/suntae-kim-a-fresh-look-at-corporate-capitalism/>). ●

# THE WINSTON CENTER FOR LEADERSHIP AND ETHICS

BOSTON COLLEGE CARROLL SCHOOL OF MANAGEMENT

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## • • • FALL EVENTS

### September 15: Clough Colloquium

Julia Gillard, Former Prime  
Minister of Australia  
Location: Robsham Theater  
Time: 4:00 p.m.

### September 29: Lunch with a Leader

Lindsay LoBue, Advisory Director,  
Goldman Sachs  
Location: Fulton Honors Library  
Time: 12:00 p.m.

### October 7: Forum on Business Ethics

Dr. Rajiv Shah, Distinguished Fellow,  
Georgetown University, School of Foreign  
Service; Former Administrator, USAID  
Location: Gasson Hall  
Time: 6:00 p.m.

### Winston Center Collaborations

#### October 20

Sarah Chayes, Author, *Thieves of State:  
Why Corruption Threatens Global Security*  
Location: Gasson Hall  
Time: 6:00 p.m.

#### October 21

Ta-Nehisi Coates, Author, *Between  
the World and Me*  
Location: Gasson Hall  
Time: 7:00 p.m.

### November 3: Chambers Lecture Series

Carey Lohrenz, Former Lieutenant,  
United States Navy  
Location: Murray Room, Yawkey Center  
Time: 6:00 p.m.

### November 10: Clough Colloquium

Dr. Shirin Ebadi, Nobel Peace Prize Laureate  
Location: Gasson Hall  
Time: 4:00 p.m.

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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/winstoncenter](http://www.bc.edu/winstoncenter).*