

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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Under Secretary of State R. Nicholas Burns '78 Addresses “America’s Challenge of Global Leadership” at Clough Colloquium

ON THE AFTERNOON OF WEDNESDAY, April 11, 2007, R. Nicholas Burns '78, under secretary of state for political affairs, urged an audience of 350 in Robsham Theater to forsake the recurrent American Dream of international isolation. Speaking at the Winston Center’s Clough Colloquium on “America’s Challenge of Global Leadership in the 21st Century,” Burns retraced an American history that oscillates between isolation and engagement, but argued that isolationism is no longer an option.

American ambivalence toward international engagement, he reminded the audience, began with George Washington’s farewell warning about the danger of “entangling alliances.” In the 20th century, President Woodrow Wilson took us into the Great War, but also championed the League of Nations in hopes of fashioning an international regime of peace. Wilson’s hopes

were dashed, Burns noted, by the work of Massachusetts Senator Henry Cabot Lodge, who led the successful fight to kill the League.

However, noted Burns, the United States has now “inherited” a leadership challenge that does not allow it to pursue a narrow domestic agenda. While the chattering class has embraced the globalization theme as articulated by Thomas

Friedman and others, Burns believes that a “collective national change of mind” is required. In a rapid overview, he sketched the promises and threats associated with globalization, and then highlighted the themes related to global leadership.

Importance *(Continued on page 3)*



Stressing the Importance of Service

WHEN A RECENT COMBAT VETERAN and squad leader addresses a civilian audience, one might expect a presentation dominated by grim tales from the battlefield. On April 19, however, Nate Fick—the third speaker in the Chambers Lecture series—brought much more to his talk, *Leading from the Front: Lessons from Afghanistan and Iraq*.

A graduate of Dartmouth College, where he studied the classics, and a current student for a joint degree at Harvard Business School and the John F. Kennedy School of Government, Fick commanded the attention of a diverse audience of undergraduate students, Marine veterans, and family members of current Marines. When asked about the single-most important characteristic of a military leader, he responded: “Genuine care for the welfare of

those in your charge.” That trait must be demonstrated via technical and tactical proficiency, as well as through good

communication and deep loyalty running up and down the chain of command, Fick suggested. His own record in this regard is exemplary: As an elite Marine Recon officer, Fick led platoons in Afghanistan and Iraq, and brought home all his men safely.

Fick’s appearance occurred well after US policymakers had begun to elaborate a “surge” strategy for bringing the Iraqi war to resolution. As early as February 2007, Fick was on the record as criticizing the “delusional debate on Iraq,” polarized between advocates of swift withdrawal and champions of military victory. This summer, he staffed the Afghanistan Counterinsurgency Academy.

It was a “grandly misnamed ... collection of huts and tents on Kabul’s dusty southern outskirts,” he noted in an August 27, 2007, op-ed piece for *The Washington Post*. We use the following excerpt with his permission; although the article’s focus is on Afghanistan, its insights are applicable to the Iraq debate as well.

Welcome to the paradoxical world of counterinsurgency warfare—the kind of war you win by not shooting.

The objective in fighting insurgents isn’t to kill every enemy fighter—you simply can’t— but to persuade the population to abandon the insurgents’ cause. The laws of these campaigns seem topsy-turvy by conventional military standards: Money is more decisive than bullets; protecting our own forces undermines the U.S. mission; heavy firepower is counterproductive; and winning battles guarantees nothing.

In conclusion, Fick stressed the themes that arose in his Winston Center talk, notably the paramount importance of thinking beyond military might toward the more rugged terrain of national and governmental reconstruction. ■

Under Secretary of State R. Nicholas Burns

(Continued from page 1)

According to Burns, this nation must accept the mantle of global leadership, while resisting the extremes of isolationism and unilateralism. To illustrate this point, he cited the recent resurgence of NATO, especially with regard to Afghanistan, which reflects the power of multilateral action. During the 1990s, the decision to pay our United Nations dues and engage the international community served to rebuff the most recent isolationist strain in our history.

Global leadership demands strength. While underscoring the need for military strength, Burns was cautious to include diplomatic, economic, and business power as components of overall national strength. Finally, a nation that presumes to lead the globe, he noted, must do so inclusively. The concerns of nations suffering extreme poverty or wracked by pandemics must be our concerns, too. Why should Latin America or Africa or Southeast Asia accede to American claims for leadership if the leadership agenda does not include the problems endemic to these regions?

During the follow-on question-and-answer session, the most pointed inquiry challenged Burns' insistence on the priority of armed strength and speculated on immediate withdrawal from Iraq. Burns answered by characterizing an immediate withdrawal as an "ignoble" response, stating that the United States must acknowledge responsibility for the overthrow of a government and must commit to its regeneration.

At a private session preceding the public lecture, Burns offered a comprehensive account of American policy toward Iran and fielded questions relating to North Korea and Iraq as well.

Under Secretary of State Burns was the third speaker in the Clough Colloquium series. In May 2005, the series premiered with

American historian and Pulitzer Prize-winning author David McCullough; and in October 2006, the series presented General Anthony Zinni (ret.), a former Commander in Chief of U.S. Central Command. Janet Robinson, the president and chief executive officer of The New York Times Company, will appear as the Clough Colloquium speaker on November 1, 2007. ■



Collaborating on Clinical Ethics

NURSES, DOCTORS, and social workers from Massachusetts General Hospital, Brigham and Women's Hospital, and the Dana-Farber Cancer Institute sat down with faculty, undergraduates, and graduate students from Boston College's Connell School of Nursing for a conference titled, "Professional Responsibility, Interdisciplinary Collaboration, and Leadership in Clinical Ethics." The conference represented the second major collaboration between the Winston Center and an academic unit, following the October collaboration—"An Unknown Future: The Body, Biotechnology, and Human Nature"—which was undertaken with the university's Theater Arts Department and the Robsham Theater.

Keynote speaker Dr. Elizabeth Peter of the University of Toronto engaged the audience

with an opening talk that explored the interplay between trust and conversation in a professional ethical practice. In the clinical setting, suggested Dr. Peter, trust must be a reality enacted, not merely an ideal enunciated. To foster trust between nurses and patients, that same sense of trust must underpin the interdisciplinary conversation among nurses and other health-care professionals.

In addition, presentations spanned the spectrum of contemporary approaches to professional ethics. Lauren Kittary, a Boston College alumna who is now a graduate student at Villanova, addressed autonomy and justice, resources and disparities, the "technological imperative," and the medical frontier. The Connell School's own Dr. Pamela Grace, a conference coordinator, described the role of

principle-based ethics in decision making, and outlined the limitations that ethical principles have in the decision-making process.

Christine Mitchell addressed the application of narrative ethics in ethics consortia, while Ellen Robinson commented on character ethics, a tradition with roots that trace back to Aristotle and Aquinas. Finally, Martha Jurcak and Elizabeth Tracey created an enactment of an ethics consultation, in order to display the rigors of extensive collaboration when a decision in a medical dilemma cannot be agreed upon. Their mock-case scenario not only served to facilitate sharing among neighbors at the same table, but also dramatized the themes of trust and conversation that previous speakers had touched upon in their remarks. ■

Finding Meaning in Your Work

ON MARCH 26, Ken Hackett and Jack Griffin returned to their alma mater to aid a group of BC students in their quest to find not just a career, but also a vocation. Although many Boston College students are accomplished, they still tend to “struggle with vocation,” notes Matthew Raffol, CSOM ’09, who was grateful to hear two of BC’s most “accomplished alumni,” Griffin ’82 and Hackett ’68, participate in “A Dialogue on Vocation,” co-sponsored by the Winston Center for Leadership and Ethics and the Intersections Project.

Jack Griffin runs Meredith Publishing, which publishes such major magazines as *Better Homes & Gardens* and *Ladies’ Home Journal*, and is the former president of Parade Publications. Even so, publishing is far from his only occupation: he also is the former head of the charity Mustard Seed USA and a current director of Catholic Relief Services (CRS), of which Ken Hackett is the president. At present, CRS has operations in 99 countries and a

global staff of more than 5,000.

Both speakers talked about their personal paths to vocations. Griffin described how both a meeting with Pope John Paul II and a trip to Jamaica—a third-world country despite, or even because of, its tourism-based economy—made him reevaluate his life. At that critical juncture, he decided to make a “sustained commitment” to “comfort the afflicted and afflict the comfortable.” This process of contemplative discernment, Griffin emphasized, is vital to discovering your vocation. He also described his struggles in business, including the failure of one of his companies. His advice? “Persevere, and don’t stay failed.”

Ken Hackett grew up in West Roxbury, Massachusetts, and attended Boston College. On the day in 1968 when he signed on to join the Peace Corps, he was hardly well traveled, although he had “been to New York City once.” Indeed, upon signing up for the Corps, he had to consult an atlas to figure out just where he

had been assigned: the impoverished African country of Ghana. Hackett journeyed to Ghana, where he spent two years, and began his longstanding relationship with CRS in less-than-ideal circumstances. Seeking money to build a well in a parched village, he learned from a CRS representative that, “We don’t do wells.” When he eventually applied for a job with CRS, Hackett described his previous experience with CRS and expressed his desire to change the organization. Since 1972, he has continually worked to improve the charity. Among other things, CRS now “does wells.”

The students who attended Hackett and Griffin’s dialogue agreed that the speakers’ wisdom would aid them in considering their own vocations. As Kevin Rubottom, A&S ’07, put it, the “Dialogue on Vocation” was a great starting point for future reflection ... and future action. ■



Organizational Death Leads to Positive Outcomes

IN HER CAPACITY as Winston Center Director of Research Mary Ann Glynn works with Carroll School doctoral students whose research has a leadership component; one of these students is Ian Walsh.

"I feel fortunate to have the chance to learn from a scholar like Mary Ann. She is a great resource of knowledge and working with her is a pleasure," said Walsh.

Walsh, who is a graduate of Cornell and has a background in human resources management, became interested in becoming a business school professor while studying for his MBA at Boston University.

Walsh is currently looking at "death" in organizations and the positives that can from it. He recently organized a symposium at the Academy of Management's annual meeting Philadelphia with fellow Carroll School doctoral candidate Marc Lavine entitled, "Good Mourning: Positive Organizing in Response to Experiences of Death in Organizational Life".

"This symposium has some important lessons for leaders," said Ian. "It helps us to understand that leadership is critically important even as our organizations are closing, because, paradoxically, "good" leadership can yield unexpectedly positive outcomes. In addition, leaders' efforts during these times can have an important influence over how other members experience these difficult moments and how willing they are to cooperate during the "dying" process."

In addition to organizing, Ian and Marc were presenters along with Assistant Professor Edward H. Powley, Naval Postgraduate School and Assistant Professor David S. Bright, Wright State University. The symposium's discussant was Professor Kim Cameron, University of Michigan. ■

Inaugural Brennan Symposium Spotlights Leadership

LAST APRIL, the inaugural Brennan Symposium for Student Leaders was held at the Connors Family Retreat Center in Dover, Massachusetts. The daylong symposium was attended by Boston College student leaders who represented an array of campus organizations, including the leadership of the Undergraduate Government of Boston College (UGBC).

"All BC students have the potential to be the leaders of the future. The Winston Center launched the Brennan Symposium to enhance our leadership development," said participant Luke Schlaflly '09.

Session 1, co-chaired by Professor of Sociology Paul Gray and Professor of Organization Studies Judy Claire, introduced the students to different methods of leadership. Prior to the presentation, participants completed questionnaires designed to help identify their leadership styles. Students reflected upon their own leadership style during the session, using discussion and problem-solving exercises to build new insights.

For the second session, Joe Bonito '79, former vice president, organizational

effectiveness and learning & development at Pfizer Human Health, explored the notion of leadership identity versus style. In particular, he focused on the idea that leadership comes from within.

For many, the day's highlight was the final session, which centered on improvisational leadership and was led by PhD candidate in organization studies Lakshmi Balachandra. A former stand-up comedian, Balachandra drew upon the rules of improvisational performance and demonstrated how to apply them to real-world leadership situations. She then called upon students to take center stage, where they engaged in a series of exercises to demonstrate improvisational leadership techniques in action.

"The entire day was great, but the final session on improvisation was the best. It was a fun yet effective way to think about some of the traits that strong leaders share," said McKenzie Fowler '08.

The second Brennan Symposium for Student Leaders will be held in the spring of 2008. ■

WINSTON CENTER LAUNCHES RESEARCH SEMINAR SERIES

The Winston Center Research Seminar Series was successfully launched last spring semester. The popular monthly series brought leading thinkers to the Carroll School to present their research and engage in dialogue with faculty and PhD candidates.

“Our major goal is twofold: to leverage the Winston Center as a vehicle for bringing talented people to campus, and to give our faculty and students the opportunity to engage intellectually. The highly interactive nature of the seminar series lends itself well to such engagement,” says Director of Research Mary Ann Glynn.

The series features speakers such as Professor Claudia Peus of MIT and Harvard University; Professor Rakesh Khurana of Harvard Business School; Professor Diane Burton of MIT; and Boston College Professor of Sociology Juliet Schor. Topics range from leadership challenges to the emerging sustainability movement.

The series will resume in the 2007–2008 academic year.

INAUGURAL WINSTON DOCTORAL FELLOW ANNOUNCED

Rich de Jordy, a PhD candidate in organization studies, has joined the Winston Center as its first doctoral fellow. Rich will assist Director of Research Mary Ann Glynn with all Winston Center-related research activities and events.

“Rich is a dynamic addition to the Winston Center research team, and his arrival as the inaugural Winston Doctoral Fellow marks yet another significant step in the Center’s early history, said Andy Boynton, Dean of the BC Carroll School of Management.

First Winston Center Research Camp Held

THIS SUMMER marked the first-ever Winston Center Summer Day Camp: Research 101. The well-attended camp consisted of four workshop seminars of broad interest to the Carroll School/BC research community. These workshops were designed to turn a new lens on the study of leadership, providing a foundation in a variety of research paradigms, both theoretical and methodological.

Camp highlights included Distinguished University Professor of Business Administration Jane Dutton from the Ross School of Business at the University of Michigan. Professor Dutton’s workshop, “POS 101,” focused on the dynamics in organizations that lead to developing human strength, producing resilience and restoration, fostering vitality, and cultivating extraordinary individuals.

“To have a scholar of Jane’s caliber visit the Winston Center is a great honor, and to expose our faculty and PhD students to her thinking is a unique learning opportunity,” said Winston Center Director of Research Mary Ann Glynn.

Professor Glynn, who organized the camp, also conducted a session entitled “Identity 101.” In collaboration with PhD candidates Ian Walsh and Mamata Bhatt, Professor Glynn presented an examination of current research approaches that map the dynamics of organizational identity. Other camp sessions featured Carroll School faculty Bruce Kennedy, who presented “Quant 101”; and Professor Bill Torbert, organization studies, who presented his Developmental Action Inquiry approach.

Due to the success of the camp, Professor Glynn hopes that it will become a fixture on the Winston Center calendar. ■

LEADERSHIP for CHANGE

SUSTAINABILITY

OVER THE PAST 15 YEARS, the evolution of Leadership for Change at Boston College has paralleled the emerging sustainability movement. The core principles of the Leadership for Change curriculum are supported by work-based learning and responsible business practices. Such practices include a multi-stakeholder, triple bottom-line approach to a sustainable future. As the demand for sustainable practices increases, definitions abound.

Wikipedia defines “sustainable practices” as a systematic concept relating to the continuity of economic, institutional, and environmental aspects of human society. Its principles include the integration of environmental, social, and economic goals, as well as continuous improvement and good governance. These principles influence every level of the organization, from local neighborhoods to businesses to the entire planet.

Leadership for Change creates an open learning space for participants to explore how the development of individual leadership can impact emerging groups and teams within an organization. As a result, they gain a multi-stakeholder perspective of problems in an effort

to move toward sustainable solutions at local, societal, and global levels.

Furthermore, Leadership for Change incorporates and models the principles of sustainability in its practice. To this end, its faculty and business partners support equal participation, while holding a commitment to best practices and continuous improvement. Participants explore paradigm shifts that support the emergence of organizations as learning systems. These shifts impact both their personal and career roles, including their perception of leadership and their worldview.

Sustainable leadership involves a shared vision of organizational success. It not only empowers leadership in others, but also values diverse perspectives in decision making. Because sustainable leadership integrates environmental, societal, and economic goals in our policies and activities, it is essential to our future societies—and forms the foundation of our work. ■

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

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 2007–2008 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

WINSTON FORUM ON BUSINESS ETHICS TO BEGIN THIS FALL

The Winston Center will welcome Executive Vice President and Chief Financial Officer of Tyco International, Christopher Coughlin '74, to campus this fall as the featured guest for the inaugural Winston Forum on Business Ethics. While on campus Coughlin will be guest lecturer in Director of Research Mary Ann Glynn's MBA level Leadership class. His will also participate in a forum with all Carroll School freshmen currently enrolled in the Introduction to Ethics course.

Associate Dean for Undergraduates and Winston Center program Director Richard Keeley notes that "Chris Coughlin brings an impressive combination of financial skill and ethical insight to the difficult business of reclaiming Tyco's good name. His exchange with our students will be a dramatic example of how top leadership can lead the moral renovation of a troubled corporate culture."

The Winston Forum on Business Ethics will continue this spring when Fr. William J. Byron, S.J. will visit campus. Fr. Byron is the author of *The Power of Principles: Ethics for the New Corporate Culture*.

FALL EVENTS

TUESDAY, OCTOBER 16, 2007

A **Winston Collaboration** featuring Cullen Murphy, author of *Are We Rome?: The Fall of an Empire and the Fate of America*,* followed by comments from Professor Seth Jacobs, History, Boston College; and Professor Timothy Crawford, Political Science, Boston College

Murray Function Room
7:30 p.m.
Public Is Welcome
*Book Signing to Follow.

TUESDAY, OCTOBER 23, 2007

The Chambers Lecture featuring Raymond Offenheiser, President of Oxfam America

Murray Function Room
7:00 p.m.
Public Is Welcome

FRIDAY, OCTOBER 26, 2007

Lunch with a Leader featuring University President William P. Leahy, S.J.

Fulton Honors Library
12:00 p.m.
By Invitation Only

TUESDAY, OCTOBER 30, 2007

A **Leadership for Change Event** featuring Rajendra Sisodia, coauthor of *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose* (with David B. Wolfe and Jagdish N. Sheth)

Fulton 513
3:00 p.m. – 5:00 p.m.
Public is welcome

THURSDAY, NOVEMBER 1, 2007

The Clough Colloquium featuring Janet Robinson, President and Chief Executive Officer of The New York Times Company

Robsham Theater
4:00 p.m.
Public Is Welcome

FRIDAY, NOVEMBER 2, 2007

Lunch with a Leader featuring Robert Amen, Chairman and Chief Executive Officer, International Flavors & Fragrances, Inc.

Fulton Honors Library
12:00 p.m.
By Invitation Only

TUESDAY, NOVEMBER 6, 2007

Winston Forum on Business Ethics featuring Christopher Coughlin, Executive Vice President and Chief Financial Officer, Tyco International

McGuinn 121
7:00 p.m.
A Program for Students Enrolled in "Introduction to Ethics"

FRIDAY, NOVEMBER 16, 2007

Lunch with a Leader featuring Patricia Hillman, Executive Vice President, Fidelity Strategic Investments

Fulton Honors Library
12:00 p.m.
By Invitation Only

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



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