

# EXECUTIVE DEVELOPMENT ROUNDTABLE EDRT

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***EDRT Fall 2014 Meeting  
November 13 & 14, 2014  
Hotel Commonwealth, Kenmore Square  
Boston, MA***

***“Developing a Global Leadership Mindset”***

The Fall 2014 EDRT Meeting will be on November 13 & 14, 2014 at the Hotel Commonwealth in Boston, MA. The meeting builds from our Spring 2014 meeting theme on leading cultural and strategic change in a turbulent world and, in the face of the many leadership challenges that global interconnectedness and hyper-competition bring, we will examine *how to develop a global leadership mindset*.

EDRT is very pleased to announce that **Dr. Linda A. Hill**, Wallace Brett Donham Professor of Business Administration at the Harvard Business School, will be the keynote speaker at our Fall meeting. Professor Hill is a preeminent leadership scholar whose work focuses on developing exemplary leaders who can lead innovation in complex organizations and rapidly changing industries around the world. Most recently, Professor Hill co-authored [\*Collective Genius: The Art and Practice of Leading Innovation\*](#), which examined exceptional leaders of innovation in a wide range of industries across the US, Europe, the Middle East and Asia. *Business Insider* named *Collective Genius* one of “The 20 Best Business Books” in summer 2014. She is a frequent speaker and consultant in the areas of talent management, leading change and implementing global strategies with major global firms, including GE, Pfizer, the National Bank of Kuwait, Mitsubishi and IBM. She was named by Thinkers50 as one of the top ten management thinkers in the world. We are delighted to have Linda Hill be with us at the Fall 2014 EDRT Meeting.

Following are the meeting agenda and speaker biographies...



**Boston University School of Management**  
**Executive Development Roundtable**  
**EDRT Fall Meeting: November 13-14, 2014**  
**Hotel Commonwealth, Kenmore Square, Boston, MA**  
*Developing a Global Leadership Mindset*

## **AGENDA**

### **Pre-meeting: Wednesday, November 12, 2014**

6:00 pm – 8:00 pm      **Informal Welcome/ Networking Gathering for EDRT Members and Guests – Hawthorne Lounge**  
*Appetizers & Cocktails*

### **Day 1: Thursday, November 13, 2014**

7:30 am – 8:30 am      **Breakfast**

7:30 am – 8:15 am      **New Member/Guest Orientation – Longwood Room**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

8:30 am – 9:15 am      **Welcome, Introductions – Esplanade Ballroom**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

9:15 am – 10:15 am      **EDRT Discovery Café: Ecosystem Mapping Exercise – Esplanade Ballroom**  
*Marsha Lehr, Senior Director, Organizational Development & Internal Strategic Executive Communications, U.S. Cellular*  
*Gene Mendoza, Senior Manager, Leadership & Organization Development, U.S. Cellular*

10:15 am – 10:30 am      **Break – Foyer**

10:30 am – 11:00 am      **EDRT Discovery Café (Continued)**

11:00 am – 12:15 pm      **Stranger in Strange Lands: Lessons from a Global Leadership Development Journey**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

12:15 pm – 1:15pm      **Lunch – Commonwealth Room**

1:30 pm – 3:00 pm      **Collective Genius: The Art and Practice of Leading Innovation – Esplanade Ballroom**  
*Linda A. Hill, Wallace Brett Donham Professor of Business Administration, Faculty Chair, Leadership Initiative at Harvard Business School*

3:00 pm – 3:30 pm      **Break – Foyer**

3:30 pm – 4:45 pm      **How Leading Companies Develop Next Generation Leaders through Global Pro Bono Service**  
*Philip H. Mirvis, Organizational Psychologist, Faculty Member at the Boston College Leadership for Change Program / USA, Fellow at Global Network on Corporate Citizenship*

4:45 pm – 5:15 pm      **Free Time**

5:15 pm – 7:30 pm      **Reception & Dinner – Lobby Area & Commonwealth Room**  
**Entertainment – TBD**

8:00 pm      **Networking Opportunity & Meeting Debrief - Cornwalls, Kenmore Square**



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**Day 2: Friday, November 14, 2014**

7:30 am – 8:30 am	<b>Breakfast – Foyer</b>
7:30 am – 8:15 am	<b>Steering Committee Meeting – Olmsted</b> <i>Open to all EDRT Members</i>
8:30 am – 9:00 am	<b>Steering Committee Update &amp; After Action Review – Esplanade Ballroom</b> <i>COL (Ret) Charles D. Allen, Professor of Leadership &amp; Cultural Science, U.S. Army War College</i>
9:00 am – 10:00 am	<b>Company Application Panel: Global Leadership through Humphrey Fellows Program</b> <i>Dr. Ksenya Khinchuk, Director of Hubert H. Humphrey Fellowship Program, Boston University</i> <i>Violet Chatsika, Reserve Bank of Malawi, Africa; Treasury Operation Consultant, World Bank Treasury, Washington DC</i>
10:00 am – 10:15 am	<b>Break – Foyer</b>
10:15 am – 11:15 am	<b>Company Application Panel (Continued)</b> <i>TBD</i>
11:15 am – 12:30 pm	<b>Applying the Learning &amp; Final Reflections: Lessons on Developing a Global Leadership Mindset</b> <i>Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University</i>
12:30 pm – 1:30 pm	<b>Lunch – Boxed Lunch</b>

**EXECUTIVE DEVELOPMENT ROUNDTABLE (EDRT)**

EDRT is a dynamic, peer-based learning consortium and research center open to all organizations that view leadership development as a critical strategic resource, in collaboration with the Center for Creative Leadership.



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### **Speaker Biographies**



**Linda A. Hill, Ph.D.**

**Wallace Brett Donham Professor of Business Administration,  
Faculty Chair, Leadership Initiative, Harvard Business School**

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at the Harvard Business School. She is the faculty chair of the Leadership Initiative and has chaired numerous HBS Executive Education programs, including the Young Presidents' Organization Presidents' Seminar and the High Potentials Leadership Program. She was course-head during the development of the new Leadership and Organizational Behavior MBA required course. She is the co-author, with Kent Lineback, of *Being the Boss: The 3 Imperatives of Becoming a Great Leader and Breakthrough Leadership*, a blended cohort-based program that helps organizations transform midlevel managers into more effective leaders. Breakthrough Leadership was the winner of the 2013 Brandon Hall Group Award for Best Advance in Unique Learning Technology. The book was included in the *Wall Street Journal* as one of the "Five Business Books to Read for Your Career in 2011." She is also the author of *Becoming a Manager: How New Managers Master the Challenges of Leadership (2nd Edition)*. In 2014, Professor Hill co-authored a book entitled *Collective Genius: The Art and Practice of Leading Innovation*. It features thick descriptions of exceptional leaders of innovation in a wide range of industries—from information technology to law to design—and geographies—from the US and Europe to the Middle East and Asia. *Business Insider* named *Collective Genius* one of "The 20 Best Business Books" in summer 2014. Her books are available in multiple languages. She is author of course modules: *Managing Your Career*, *Managing Teams*, and *Power and Influence* and of award-winning multimedia management development programs High Performance Management, Coaching, and Managing for Performance. She is also the subject expert of numerous e-learning programs: *Stepping up to Management* (based in large measure on *Becoming a Manager*); *Harvard ManageMentor*, and advisor for the Change Management Simulation: Power and Influence. Hill has authored or co-authored numerous *HBR* articles, including "Where Will We Find Tomorrow's Leaders;" "Winning the Race for Talent in Emerging Markets;" and "Are You a High Potential?" She is a contributor to the HBS Publishing series on *Managing Up*, *Hiring*, and *Becoming a New Manager*. She was named by Thinkers50 as one of the top ten management thinkers in the world.

Professor Hill's consulting and executive education activities have been in the areas of leadership development, talent management, leading change and innovation, implementing global strategies, and managing cross-organizational relationships. Organizations with which Professor Hill has worked include General Electric, Reed Elsevier, Accenture, Pfizer, IBM, MasterCard, Mitsubishi, Morgan Stanley, the National Bank of Kuwait, AREVA, and The Economist.

Professor Hill is a member of the Board of Directors of State Street Corporation, Eaton Corp., and Harvard Business Publishing. She is a trustee of the The Bridgespan Group and the Art Center College of Design. She is on the Board of Advisors for the Nelson Mandela Children's Fund USA and a Special Representative to the Board of Trustees of Bryn Mawr College. She is a former member of the Board of Trustees of The Rockefeller Foundation. She is also on the Advisory Board of the Aspen Institute Business and Society Program. She serves on the Editorial Board of the *Leadership Quarterly*.

Dr. Hill did a post-doctoral research fellowship at the Harvard Business School and earned a Ph.D. in Behavioral Sciences at the University of Chicago. She received her M.A. in Educational Psychology with a concentration in measurement and evaluation from the University of Chicago. She has a B.A., summa cum laude, in psychology from Bryn Mawr College.

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**Gene Mendoza, MSOD  
Sr. Manager, Organization Development  
U.S. Cellular Corporation**

Gene Mendoza works in Organizational Development at U.S. Cellular, Chicago, IL. He leads the OD Center of Excellence which provides the strategic tools and programs to grow the leadership pipeline and build the organizational capabilities necessary to achieve business success. Over the past decade, Gene has played a pivotal role in teaching, nurturing, and renewing U.S. Cellular's award-winning *Dynamic Organization* business model, comprised of values-based leadership and a focus on extraordinary customer service; recognized by *Consumer Reports* as No. 1 in the 'cell phone category' in June 2011. Most recently, Gene has been strengthening the ability of leaders and leadership teams to operate with excellence in a V.U.C.A. world through the practice of high performance conversation, emotional agility, and courageous leadership.

Gene holds a Master of Science in Organization Development from American University/National Training Labs and a Bachelor of Science in Chemistry from the United States Naval Academy. Gene grew-up in Madrid, Spain, and is a former U.S. Naval Officer. He has implemented a wide-range of talent management and leadership development programs in multinational corporations. He lives with his wife, Joellen, and two children in Barrington, Illinois.



**Philip H. Mirvis, Ph.D.  
Organizational Psychologist,  
Faculty Member at the Boston College Leadership for Change Program / USA  
Fellow at Global Network on Corporate Citizenship**

Philip H. Mirvis is an organizational psychologist and faculty member at the Boston College Leadership for Change Program who serves as a senior research fellow for the Global Network on Corporate Citizenship. His studies and private practice concerns large-scale organizational change, the character of the workforce and workplace, and business leadership in society. An advisor to businesses and NGOs in the US, Europe, Asia, and Australia, he has authored ten books on his studies including *The Cynical Americans* (social trends), *Building the Competitive Workforce* (human capital), *Joining Forces* (the human dynamics of mergers) and *To the Desert and Back* (a business transformation case). His most recent is *Beyond Good Company: Next Generation Corporate Citizenship* (with Bradley Googins and Steve Rochlin). Mirvis is a fellow of the Work/Family Roundtable, a board member of the Citizens Development Corporation Solutions, and formerly a Trustee of the Foundation for Community Encouragement and Society for Organization Learning.

In the areas of social responsibility/sustainability/corporate citizenship, Mirvis has worked with the Chief Executives of Ben & Jerry's, the Royal Dutch Shell Group, and Unilever and with senior teams at PepsiCo, Mitsubishi (Japan), Wipro (India), and the SK Group (South Korea). He has convened a two-year, multi-company forum on integrating citizenship into the business and another on corporate branding (including GE, IBM, AMD, Johnson & Johnson, AMD, Abbott, SONY, and others). He has led service learning journeys of senior executives from Unilever, Shell, Ford, Novo Nordisk, and 3i to study, first-hand, an array of social and environmental issues in China, India, Borneo, Dubai, Sri Lanka, and Brazil and urban areas in the U.S., France, and U. K.

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Currently, Mirvis is studying volunteer executive service with the IBM Corporate Service Corps and co-leading a forum of United Nations Global Compact lead companies. He is a blogger for CSR with the U.S. Chamber of Commerce. Writings in this area have appeared in Harvard Business Review, Journal of Business & Society, Corporate Governance, and California Management Review, and in select publications.

Mirvis has a B.A. from Yale University and a Ph.D. from the University of Michigan. He has taught at Boston University, Boston College and been visiting faculty at the University of Michigan, Jiao Tong University, Shanghai, China and the London Business School.



**Violet Chatsika  
Treasury Operation Consultant  
World Bank Treasury, Washington DC**

Ms. Violet Chatsika has over 15 years of hands-on experience and expertise in foreign reserve management at Reserve Bank of Malawi (RBM) in Africa. As a member of the Investment Committee of RBM, she contributes in the evolution of reserves management from simple term deposits to more complex investment strategies. She also leads a team in developing an in-house Book-Entry system for processing government securities. She is currently serving as an Extended Term Consultant with Treasury Operation Department of the World Bank Treasury in Washington DC,

where her main responsibility is to provide secure, accurate and timely settlement of internal transactions as well as external clients.

During her year as a Humphrey Fellow at Boston University in 2011-2012, Ms. Chatsika acquired intensive understanding of developed nations' financial market operations and investment strategies for managing counterparty risk. In particular, she studied the development of a counterparty risk framework that can be used for a low resource bank. Furthermore, Ms. Chatsika's ambition is to play a pivotal role in the Malawi Growth and Development Strategy to guide in the attainment of her country's Millennium Development Goals. Under this strategy, the reduction of poverty in Malawi can be achieved. She is a Director at the Ministry of Hope, a non-governmental organisation with a mission of reaching out to orphans, widows, the disabled and destitute in Malawi as well as a member of the Women's Guild in Malawi, with a mission to reaching out to the underprivileged.

Ms. Chatsika received her MBA from Bradford University in the UK, and her undergraduate degree in Business Studies from the University of Malawi. In addition to her Humphrey Fellowship in the US, she has also earned a fellowship with a regional institute, Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). Ms. Chatsika continues to be a regular advisor for MEFMI in the areas of foreign reserve management and Front Office operations.

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**Marsha Lehr, MSHR**  
**Sr. Director**  
**Executive Communications, Organizational Development & Learning**  
**U.S. Cellular Corporation**

Marsha leads the Executive Communications, Organizational Development and Learning organizations at U.S. Cellular in Chicago. She serves as a senior strategist whose areas of expertise include organizational effectiveness, executive development, change leadership and executive communications. Marsha is focused on enabling leadership excellence that creates growth and excellence – for both the individual and the company. She is known for pragmatic solutions that create results and generate new methods for navigating the constantly changing ecosystem in which we work and live. Throughout her career in multiple industries, she has elevated the performance of her teams, raising overall accountability to the business and creating visibility and credibility with c-suite executives.

Marsha received her Master of Science in Human Resources Development from Villanova University and her Bachelor of Arts in Journalism and Public Relations from Northern Illinois University. She, her husband, Scott, and two kids, Emma and Brody, live in Park Ridge, IL, with their two dogs.



**John F. (Jack) McCarthy, DBA**  
**Associate Professor of Organizational Behavior**  
**Director of the Executive Development Roundtable**  
**Boston University School of Management**

Dr. Jack McCarthy is an Associate Professor of Organizational Behavior at the Boston University School of Management, where he also serves as the Director of the Executive Development Roundtable, a major consortium and research center on leadership. He also designs and leads a year-long seminar series on leadership for the Hubert H. Humphrey Fellowship Program at Boston University, comprised of exceptional mid-career professionals from developing nations studying in the US. With research interests in leadership, creativity, organizational change, and global sustainability, his work has been published in leading journals and he is a frequent speaker and consultant on leadership and leading positive change. An innovative and dynamic teacher in the undergraduate, MBA, international and executive programs, he was awarded the 2012 Broderick Prize for Excellence in Teaching at the Boston University School of Management, the school's highest honor for teaching. In addition, having taught for four summers in residence in China, he received the 2009 and 2014 Faculty of the Year Awards from the International MBA cohort at Boston University. Most recently, he participated in a faculty study tour on innovation in Israel and served as a visiting scholar at Dublin City University in Ireland as well as at the Center for Creative Leadership in Ethiopia, Africa, where he studied and practiced global leadership development.

With over fifteen years of industry experience in corporate finance as a financial analyst, manager, and senior executive in operating divisions of Raytheon, Schlumberger and W.R. Grace prior to his career transition into academia, he draws heavily upon his real-world management and leadership experience in his teaching, research and consulting. He is a member of the Boston University Provost's Arts Council and serves on the School of Theatre's Academic Outreach Committee to support and encourage creativity, innovation and the arts in management education and leadership development. Dr. McCarthy holds a BA in Economics from the University of Massachusetts at Amherst, an MBA from Babson College, and a DBA from the School of Management at Boston University. A native Bostonian, and an alumnus of the Boston Latin School, he is an avid Boston sports fan and still plays competitive ice hockey, although at an increasingly less competitive pace.

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**Charles D. Allen  
Professor of Leadership and Cultural Studies  
U.S. Army War College**

Colonel (retired) Charles D. Allen culminated a 30-year Army career as Director, Leader Development and is Professor of Leadership and Cultural Studies in the Department of Command, Leadership, and Management at the United States Army War College.

A 1978 graduate of the United States Military Academy at West Point, he had 11 years of overseas assignments in Germany, Honduras, and South Korea. Airborne and Ranger-qualified, his military education includes the U.S. Army Command and General Staff College, the School of Advanced Military Studies, and the United States Army War College.

His areas of interest are Strategic Leadership, Creativity and Innovation, and Organizational Change. In addition to authoring material for the USAWC curriculum for the core courses in Strategic Thinking and Strategic Leadership, he is the author and co-author of two chapters in *Strategic Leadership: The General's Art* (2008). His works are also published in *Joint Force Quarterly*, *Parameters*, *Military Review*, *Armed Forces Journal*, *Journal of Installation Management*, *Army Professional Readings*, *ARMY Magazine*, *Small Wars Journal*, *Defense Acquisition Review Journal*, *Southern Business Review*, *Strategic Studies Institute*, *U.S. Army War College*, *COMMAND*, *The Army Times* and *The Washington Post*. Professor Allen is a past fellow and current member of the Board of the Directors for the Education Policy and Leadership Center and a local food bank, Project Share.

He is a contributor and member of the "On Leadership" panel of *The Washington Post*. Professor Allen is the Steering Committee Chairman for the Executive Development Roundtable hosted by Boston University. Professor Allen is a member and leader within the community of practice for the Army Profession/Profession of Arms Campaign and has conducted studies of professional military education for the U.S. Army.