



EXECUTIVE DEVELOPMENT ROUNDTABLE EDRT

Boston University School of Management • 595 Commonwealth Avenue • Boston, MA 02215
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EDRT Spring 2013 Meeting February 27th & 28th, 2013 San Diego, CA



“Leadership for the Future: Thriving in a VUCA World”

The Spring 2013 EDRT Meeting will be on February 27th & 28th, 2013 in beautiful San Diego, California. The meeting advances our Fall 2012 theme on the global future of leadership development and the emerging and long-term trends that shape our world.

EDRT is delighted and very pleased to announce that our keynote speaker will be **Bob Johansen**, Ph.D., Distinguished Fellow from the Institute For The Future (IFFT), a Silicon Valley-based independent nonprofit research center that is committed to building the future by understanding it deeply (www.iff.org).

Bob is a ten-year forecaster who has outlived his forecasts more than three times over. He works interactively with top leaders across a wide range of business, government, and nonprofit organizations. Bob served as IFFT’s president from 1996 to 2004 and served on its Board until 2010. Bob now invests his time with IFFT sponsors, as well as writing and speaking to encourage thoughtful consideration of the long-term future. His latest book is called *Leaders Make the Future: Ten New Leadership Skills for an Uncertain Age*, published by Berrett-Koehler, now moving into a Second Edition with contributions by the Center for Creative Leadership. Bob’s best-selling *Get There Early: Sensing the Future to Compete in the Present* was selected as one of the top business books of 2007.

Nigel Travis, CEO of Dunkin Brands, will be presenting with Bob Johansen. Nigel was named Chief Executive Officer of Dunkin’ Brands in January 2009 and assumed the role of President of Dunkin’ Donuts in October 2009.

We are also thrilled that **Morgan McCall**, Professor of Management and Organization at USC’s Marshall School of Business, will be on the agenda and will be sharing his recent research and work on future trends from learning from experience for leadership development.

The meeting agenda and speaker biographies follow. We look forward to seeing you in sunny San Diego!



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AGENDA

Pre-meeting: Tuesday, Feb. 26, 2013

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

Day 1: Wednesday, Feb. 27, 2013

7:30 am – 8:30 am **Breakfast - Sorrento**

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

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

9:15 am – 10:30 am **EDRT Discovery Café**
Joann Jones, Executive Director, Leadership Development, Cummins, Inc.
Kristina Brunelle, Director, Learning & Development North America, Vistaprint

10:30 am – 10:45 am **Break - Sorrento**

10:45 am – 11:00 am **EDRT Discovery Café (Continued)**
Joann Jones, Executive Director, Leadership Development, Cummins, Inc.

11:00 am – 12:30 pm **Developing Leaders through Experience: The State of the Art**
Morgan McCall, Professor of Management and Organization, USC Marshall School of Business

12:30 pm – 1:30 pm **Lunch – Frescos Lounge**

1:30 pm – 3:00 pm **Future Leadership Skills**
Bob Johansen, Distinguished Fellow, Institute for the Future (ITF)
Nigel Travis, CEO, Dunkin' Brands

3:00 pm – 3:30 pm **Break - Sorrento**

3:30 pm – 5:00 pm **Future Leadership Skills (Continued)**
Bob Johansen, Distinguished Fellow, Institute for the Future (ITF)
Nigel Travis, CEO, Dunkin' Brands

5:00 pm – 5:30 pm **Free Time**

5:30 pm – 8:30 pm **Dinner & Reception – Garden by the Bay**



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Day 2: Thursday, Feb. 28, 2013

7:30 am – 8:30 am	Breakfast - Sorrento
7:30 am – 8:15 am	Steering Committee Meeting – Las Palmas <i>Open to all EDRT Members</i>
8:30 am – 9:00 am	Steering Committee Update & After Action Review - Sorrento <i>COL (Ret) Charles D. Allen, Professor of Leadership & Cultural Science, U.S. Army War College</i>
9:00 am – 10:00 am	Company Application Panel <i>June Delano, Managing Partner, The ClearLake Group Leng Lim, Partner, The ClearLake Group</i>
10:00 am – 10:15 am	Break - Sorrento
10:15 am – 11:15 am	Company Application Panel (Continued) <i>Chip Hall, Director Google Media Platform Sales, Google, Inc. Christina Hall, Compensation Manager, Facebook, Inc.</i>
11:15 am – 12:00 pm	Applying the Learning: Roundtable Session on Thriving in a VUCA World <i>Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University</i>
12:00 pm – 12:30 pm	Wrap-up and Final Reflections <i>Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University</i>
12:30 pm – 1:30 pm	Lunch – Frescos Lounge

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. The Creative Leadership Council is a forum of select EDRT members in collaboration with the Center for Creative Leadership.





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Bob Johansen
Distinguished Fellow
Institute for the Future (IFTF)

Bob is a ten-year forecaster who has outlived his forecasts more than three times over. He works interactively with top leaders across a wide range of business, government, and nonprofit organizations. He creates video-enhanced immersion experiences in the future for large and small groups. For Bob, a 10-year forecast is a story from the future that provokes insight in the present.

Bob served as IFTF's president from 1996 to 2004 and served on its Board until 2010. Bob now invests his time with IFTF sponsors, as well as writing and speaking to encourage thoughtful consideration of the long-term future.

Bob was one of the first social scientists to explore the social and organizational impacts of the Internet beginning when it was still called the ARPANET. Before becoming president, Bob created and led a research program at IFTF on emerging information technologies—now called the Technology Horizons Program.

Bob is a frequent keynote speaker for large groups, but he most enjoys small workshops with creative teams. His latest book is called *Leaders Make the Future: Ten New Leadership Skills for an Uncertain Age*, published by Berrett-Koehler, now moving into a Second Edition with contributions by the Center for Creative Leadership. What are the leadership skills that will be needed to thrive in the future—given the external future forces of the next decade? Bob is doing workshops with this book for top teams and rising star leaders at a wide range of corporations, including P&G, Tesco, Old Navy, Hallmark, Campbell's Soup, Disney, Carnival, Intel, Fairmont, Givaudan, Syngenta, Johnson & Johnson, and McDonald's. A wide range of major universities, nonprofits, and churches also use his books.

Bob's best selling *Get There Early: Sensing the Future to Compete in the Present*, was selected as one of the top business books of 2007. Bob Johansen is the author or co-author of six previous books, including *Upsizing the Individual in the Downsized Organization*, *GlobalWork*, *Leading Business Teams*, *Groupware*, *Teleconferencing and Beyond*, and *Electronic Meetings*.

Bob is trained as a social scientist, with experience at the edges of multiple disciplines. He holds a BS degree from the University of Illinois, where he attended on a varsity basketball scholarship, and a Ph.D. from Northwestern University. Bob also has an M.Div. degree from Crozer Theological Seminary, where he studied comparative religions.

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Nigel Travis
Chief Executive Officer
Dunkin' Brands

Nigel Travis was named Chief Executive Officer of Dunkin' Brands in January 2009 and assumed the role of President of Dunkin' Donuts U.S. in October 2009.

From 2005 through 2008, Travis served as President & CEO of Papa John's, the pizza chain with annual system-wide sales of \$2.1 billion and more than 3,300 restaurants throughout the U.S. and 29 international markets. Under his leadership, Papa John's accomplished outstanding results, with industry-leading comp sales, consistent earnings growth and excellent franchise relationships. During his four-year tenure with the company, Papa John's online sales tripled through the innovative use of technology. In addition, Travis helped position the company's international business as a major growth platform and oversaw the successful rollout of several new products, including Papa's Pan Pizza.

Prior to Papa John's, Travis was with Blockbuster, Inc. from 1994 to 2004, where he served in increasing roles of responsibility, including President & Chief Operating Officer. During that time, global sales increased over 50 percent and the international business was developed to encompass 26 countries with revenues of \$1.8 billion. Travis also built a worldwide franchise network of 300 franchisees in 15 countries with revenues of approximately \$1 billion, and transitioned the company from a video rental store chain to a complete movie and game source.

Before that, he was with Burger King, first as Senior Vice President of Human Resources and later as Managing Director for Europe, the Middle East and Africa. As Managing Director, he turned around the region, significantly increasing sales and operating profits. He dramatically increased the rate of store development in the region, and successfully drove expansion into new countries and alternative points of distribution.

Travis received a bachelor's degree in business administration for Middlesex University in England. He currently serves on the Board of Directors for Office Depot.



Morgan McCall
Professor of Management and Organization
USC Marshall School of Business

McCall is a Professor of Management and Organization in the Marshall School of Business at the University of Southern California, where he is also affiliated with the Center for Effective Organizations. His research on the development and derailment of executives has appeared in numerous articles and books, including the trilogy *The Lessons of Experience*, *High Flyers*, and *Developing Global Executives*. He received the "Distinguished Professional Contributions Award" from the Society for Industrial and Organizational Psychology, and the Executive Development Roundtable's Marion Gislason award for "Leadership in Executive Development." He has a B.S. degree with honors from Yale and a Ph.D. from Cornell, was Director of Research and a Senior Behavioral Scientist at the Center for Creative Leadership, and is a Fellow of the Society for Industrial and Organizational Psychology. He spent a sabbatical year as Director, HR Labs, HR Strategy and Planning at Sun Microsystems. Morgan has applied his research findings on experience-based development of leadership talent in a number of companies, including Disney, Toyota, Eaton, and Microsoft.



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Joann Jones
Executive Director, Leadership Development
Cummins, Inc.

Joann is currently with Cummins, Inc. where, as Executive Director, Leadership Development, she provides leadership solutions to leaders at all levels globally. Prior to joining Cummins Joann held the position of Vice President Talent Management with The ServiceMaster Company where she was responsible for all organization development, employee development and training processes. Before her work at ServiceMaster, Joann held senior Leadership Development and Human Resources Development positions at Beverly Enterprises, a long-term care and health services provider, and Chiquita Brands, an international foods company. Earlier in her career, Joann held Human Resources positions with Gulf Oil Corporation, Ernst & Young and The Contact Group, a boutique consulting firm specializing in Training and Development solutions. Joann holds MEd and PhD degrees in Counselor Education from the University of Pittsburgh, an MBA from Case Western Reserve University and a BA in Sociology from Northwestern University.



Kristina Brunelle
Director of Talent & Development, North America
Vistaprint

Kristina Brunelle feels privileged to work in a field she truly enjoys as the Director of Talent & Development for North America at Vistaprint. Responsible for local as well as enterprise-wide learning initiatives across the globe, her team is currently working on Manager & Leadership Development as well as organizational development efforts focused on cross-functional collaboration and team dynamics.

Before joining Vistaprint Kristina worked at The Forum Corporation as a Senior Engagement manager, helping Fortune 100 companies in the areas of leadership development and employee engagement. Prior to that she spent 8+ years in the world of technology consulting at Novell and Cambridge Technology Partners, in their Learning & Development departments. Before moving to the “corporate world” she worked at her alma mater for both an environmental organization, University Leaders for a Sustainable Future as well as for their Conference Board. Earlier in her career she ran a non-profit in the South End of Boston, helping teenagers and young adults learn computer skills, interview well and do their taxes. And many moons ago she was a staff member with The Urban Outing Club, an organization that took people hiking, biking, skiing and skydiving (no, she has not dropped out of a plane herself... yet).

Kristina’s interests lie in coaching and group dynamics, particularly as they relate to developing relationships and building trust. Having spent the last 4 years focused on management development for Vistaprint, she is excited to be diving back into the world of leadership development as Vistaprint matures as an organization.

With a BA in Child Development & Spanish from Tufts University and a Master’s of Education from Harvard she considers herself a life-long learner with aspirations to someday complete an MBA. When she is not traveling for work she enjoys reading, practicing yoga and spending time with her husband and two children.

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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 currently the Professor of Leadership and Cultural Studies in the Department of Command, Leadership, and Management at the United States Army War College, Carlisle Barracks, PA.

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. Prof Allen has served in leadership and staff positions from platoon through Corps (I and V Corps) in Army and Joint Commands. He also served as an instructor and assistant professor of Engineering Management at West Point.

His areas of interest are Strategic Leadership, Creativity and Innovation, and Organizational Change. In addition to authoring and co-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*, *Small Wars Journal*, *Defense Acquisition Review Journal*, *Southern Business Review*, *Strategic Studies Institute*, *U.S. Army War College*, and *The Washington Post*. Professor Allen is a member of the Board of the Directors for the Pennsylvania Education Policy Fellowship Program and a 2004-2005 Fellow of the program. He was a member of the Advisory Board for the Lumina Project for the Institute of Educational Leadership.

He is a contributor and member of the "On Leadership" panel of the Washington Post. Prof Allen is the Steering Committee Chairman for the Executive Development Roundtable hosted by Boston University. Professor Allen is a member of 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.



Jack McCarthy
Director of the Executive Development Roundtable
Associate Professor of Organizational Behavior
School of Management
Boston University

Jack McCarthy is an Associate Professor of Organizational Behavior in the School of Management at Boston University, where he also serves as the Director of the Executive Development Roundtable. He teaches courses on leadership and organizational behavior in the undergraduate, MBA, international and executive programs. Additionally, he designs and leads a year-long seminar series on leadership for the Hubert H. Humphrey Fellowship Program at Boston University, comprised of mid-career professionals and scholars from developing nations studying in the United States. He also serves as the Faculty Director for the university's core undergraduate Organizational Behavior course, where he and colleagues have received major grant funding from the university to help Redesign the Undergraduate Learning Experience, in recognition of their ongoing innovations in



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teaching and learning. Most recently, Jack was awarded the 2012 Broderick Prize for Excellence in Teaching by the School of Management at Boston University, the school's highest honor for teaching.

Jack was previously an Assistant Professor at the University of New Hampshire, where he launched and led the undergraduate business program at the university's urban campus in Manchester, NH and was the recipient of the college-wide 2005 Teaching Excellence Award. Having taught for three summers in residence in China, he received the 2009 Faculty of the Year Award from the International MBA Cohort at Boston University. Jack was selected to deliver the 2011 Faculty Address for the School of Management's Convocation Ceremony for its Bachelor's degree candidates as part of Boston University's 138th Commencement Exercises.

With research interests in leadership, executive development, strategic change, and global sustainability, Jack's work has been published in leading journals, and he is a frequent speaker at academic and professional conferences in the US and abroad on leadership and organizational change. Having served over fifteen years in corporate finance as a financial analyst, manager, and senior executive in operating divisions of the Raytheon Company, Schlumberger Ltd. and W.R. Grace & Co. prior to his career transition into academia, Jack draws heavily upon his real-world management and leadership experience in his teaching and research. He also serves as a leadership development consultant for executives and senior management teams in various industries, and has performed executive coaching, meeting facilitation, and strategic planning sessions in the areas of leadership, team dynamics and organizational change.

In addition to a DBA in Organizational Behavior from the Graduate School of Management at Boston University, he received an MBA with a concentration in Finance from Babson College, and a BA in Economics from the University of Massachusetts at Amherst. A native Bostonian, and an alumnus of The Boston Latin School, Jack is an avid Boston sports fan and still plays competitive ice hockey, although at an increasingly less competitive pace.



June Delano
Managing Partner
The ClearLake Group

June is Managing Partner and co-founder of The ClearLake Group. Known for her groundbreaking work in executive and organization development, June is an experienced senior executive advisor who has worked with C-suite executives on both enterprise and personal projects. She herself is a former corporate executive, which gives her a deep appreciation for organizational realities.

In recent years, June's practice has focused on helping companies build the talent and culture they need to compete in dynamic global markets. She has been especially interested in the growth of Asian MNCs and the development of their executives as a catalyst for regional and global expansion.

June is committed to advancing the field of organization development, and currently chairs the OD Network Board of Trustees. She is also a Director of Meridian Institute, a Fellow of the World Academy of Arts and Science, a member of the Global Business Network and a frequent speaker on issues of leadership and organization culture.

June earned her first degree in Journalism and worked as a reporter for many years.



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She then studied Organization Development at American University and spent 17 years at Eastman Kodak, ultimately as head of worldwide learning and development. She has also studied psychology and group process at The Gestalt Institute, The NTL Institute for Applied Behavioral Science and The Fielding Institute.

When June is not traveling the world in support of clients, she watches loons and seagulls in the state of Maine.



Leng Lim
Partner
The ClearLake Group

Leng Lim has spent his life making himself at home in different worlds. Born in Asia and educated in North America, he bridges the world of inner spiritual reflection and the outer world of business achievement with Master degrees in Divinity and Business from Harvard. His insights and experience in leadership development have come from working in a diversity of organisations, but they have been most profoundly shaped by his time in the wilderness.

While an undergraduate at Princeton University, he led his first of many international mountaineering expeditions to Alaska. Out of these wilderness experiences, he learned to develop the potential hidden in the fears and foibles of individuals—the potential for immense courage, and extraordinary achievement through teams. The common theme for his work, whether in the wilderness or the corporate boardroom, is the development of people's joy, courage, leadership, and legacy.

In his work as a minister of the Episcopal Church (USA), Leng has worked with a diverse range of people from different cultures and stations in life—from conflicted inner city ghettos in Los Angeles, to AIDS care, to the University of California where he was an interfaith chaplain. In his business career, Leng has worked as a management consultant with Marakon Associates, and has established a successful international leadership coaching and consulting business. He also coaches in the Executive Education programs at INSEAD, and is sought after as a keynote speaker and speech writer.

Leng practices yoga and vipassana meditation and is Chairman and Co-Founder of SEALNET, an international non-profit organisation dedicated to cultivating young leaders in the countries of Southeast Asia. Based in San Francisco and Singapore, Leng continues to integrate the best thinking from both worlds.

Besides Harvard and Princeton, Leng is also a proud alumnus of the United World College (USA) and Raffles Institution (Singapore).



Chip Hall
Director Google Media Platform Sales
Google, Inc.

Chip brings 19 years of diverse entrepreneurial and corporate experience within the Internet Media industry to his role as Director of Media Platform Sales at Google. Chip manages a national sales team responsible for providing Google display advertising technology and programmatic buying solutions to networks, independent agencies and direct marketers. Chip came to Google in December of 2009 via the acquisition of Teracent Corporation where he was the Chief Revenue Officer and he managed all sales, business development and marketing. In 2010 and 2011,



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Chip ran sales for Google's DoubleClick Ad Exchange and helped re-launch that business on the Google technology stack where it has grown more than 1000%.

Previously to Teracent, Chip ran Yahoo!'s Global Strategic Partnership team where he was charged with accelerating the Ad Age 200's media spend online.

Chip started his career in technology in 1993 doing public relations for early Internet pioneers like Cybersource, Cybercash, Verisign and Yahoo!, and landed the first internet access product (Internet-in-a-Box) on the cover of PC Magazine as a 1994 "Product of the Year". Chip went on to found Release Software as VP of Marketing and helped companies such as Hewlett-Packard and Symantec begin to use the Internet as a software distribution channel. Chip also led Organic Online's business development efforts and successfully sold the first e-commerce systems to Starbucks, Home Depot and AutoZone before starting Fluid Ventures and leading Series A investments in companies such as Clickability and also running IT Services portfolio company Fluid Design & Development as CEO.

Chip received an AB in History from Stanford University and an MBA from UC Berkeley's Haas School of Business. He lives in Palo Alto CA and is married with two children.



Christina T. Hall
Compensation Manager
Facebook, Inc.

Christina T. Hall manages the U.S. Compensation group at Facebook, Inc. She handles all aspects of the company's compensation programs, including designing equity and cash compensation programs and oversees the compliance issues surrounding the company's various benefits plans. In addition to providing counsel in the area of employment, compensation and benefits, she also has experience in a range of tax and securities matters.

Christina has worked in the area of executive compensation and employee benefits since the late 1990s. She began her career in private practice and worked for several major law firms, including Latham & Watkins and Morgan Lewis & Bockius. Prior to joining Facebook, she served in senior capacities at Intuit Inc.

Christina received her J.D. from Hastings College of the Law and her A.B. from Stanford University.

Prior to her legal career, she worked as a senior account manager for a major public relations firm.

