



# EDRT NEWSLETTER

## The Executive Development Roundtable



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**SAVE THE DATE – EDRT FALL 2015 MEETING: NOVEMBER 11 & 12, 2015 HOTEL COMMONWEALTH, BOSTON MA.**

### **The Neuroscience of Leadership: Developing Mindfulness, Agility and Resilience in Leaders Today.**

The Fall 2015 Meeting will be held at the Hotel Commonwealth in Boston, MA. Extending from our Spring 2015 meeting theme of creativity and innovation in leadership development, we will now examine *the neuroscience of leadership* to seek ways to foster mindfulness, agility and resilience in contemporary leaders. We will explore current thinking on how the brain works as well as mindfulness practices to enhance our decision-making capabilities to lead in times of complexity and change.

EDRT is very excited to announce that Professor Jessica Payne, the Nancy O’Neill Collegiate Chair in Psychology at the University of Notre Dame, and Dr. Anna Hohler, Associate Professor of Neurology at the Boston University School of Medicine, will be exploring the links between neuroscience, mindfulness and leadership. Marian Ruderman and Cathleen Clerkin from the Center for Creative Leadership will share CCL’s research on the critical success factors and challenges in developing more mindful leaders. We will also hear from leaders who have implemented mindfulness practices in their own organizations, with Deborah Hicks, SVP for the Dana Farber Cancer Institute, and Karen Salvato, Clinical Programs Specialist from Harvard Pilgrim Health Care, along with other EDRT friends and colleagues. We look forward to sharing this learning experience with you in Boston!



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## EDRT SPRING 2015 MEETING RECAP:

### “Creativity, Innovation and Design Thinking in Leadership Development”

The Spring 2015 EDRT Meeting was held at Hotel Sofitel in San Francisco, CA on May 12th and 13th, 2015. Also hosted by the Institute for the Future in Palo Alto, the theme of this meeting was “Creativity, Innovation and Design Thinking in Leadership Development.” The objective was to build from our Fall 2014 meeting on developing a global leadership mindset in facing the rapidly changing environments in which our organizations exist. Given the many leadership challenges that our complex world today brings, the Spring 2015 meeting examined the interconnected themes of innovation, creativity and design thinking in leadership development to help build more adaptive and agile leaders. Framed as a leadership “Staff Ride,” EDRT participants conducted an immersive learning journey exploring creativity and innovation. The topic stimulated an in-depth discussion of new ideas on how organizations develop sustainable innovation in a VUCA world. EDRT members and guests actively participated in constructive dialogue and used EDRT’s collective wisdom and energy to craft new plans, solutions, and initiatives for their own organizations.

Lyndon Rego, Global Director of Leadership Beyond Boundaries for the Center for Creative Leadership, laid the foundation of the meeting giving us a peek into the changing landscape of leadership in today’s world. Through an interactive exercise using *Trend Cards*, participants began thinking about the critical emerging trends that will reshape leadership development in the coming years. Then, before EDRT’s on-site visit to the innovation hub of America, Palo Alto, Chief Historian of the Palo Alto Historical Association, Steve Staiger gave a brief history of Palo Alto and the rise of Silicon Valley over a working lunch. With this context, EDRT members and guest were eager to explore the area in an immersive learning journey. The first stop was LinkedIn headquarters where Christina Hall, Vice President of Global Compensation of HR M&A, shared her company’s belief in a transformative culture. Next was a site visit to the Google campus in Mountain View, CA where we met Chip Hall, Managing Director of Americas Programmatic Sales, for an intriguing presentation on how the company’s culture has positioned their historic and continued success. From believing in your slogans, defaulting to open, giving people freedom and the courage to think big, Google’s alignment in beliefs and practice exemplifies the desirable outcomes of cultural nirvana. Fueled by creativity, transparency, empowerment and collaboration, both Google and LinkedIn have created cultures that attract and hire the kind of people who are inclined and determined to tackle tough problems by providing them with dynamic and creative environments in which they can thrive.

The learning grew more enriched on Day Two of the meeting. After a morning debrief, EDRT experienced a thought-provoking presentation by Brian Harney, award-winning Lecturer in Strategy & Human Resource Management at Ireland’s Dublin City University, on *Breaking Paradigms for Creativity*. His presentation encouraged the group to think about the ways we think and make better decisions in order to be sustainable in the forever-changing environment in which we live. Shortly after this discussion, we returned to Palo Alto to meet our hosts, the Institute for the Future, at their Palo Alto design studio headquarters. There we were greeted by Bob Johansen, Distinguished Fellow and this year’s keynote speaker.



## EDRT SPRING 2015 MEETING RECAP CONTINUED:

Johansen shared his insights on how technological and social disruptions are revolutionizing how companies partner to create new growth through a model he calls *The Reciprocity Advantage*, the title of his latest book. Through this model Johansen explains how mutually beneficial partnering will be to competitive advantage in the near future. At the conclusion of Bob's presentation, EDRT presented him with the prestigious 2015 Marion Gislason Award for his outstanding contributions to the leadership development field.

Following Bob Johansen, EDRT heard from "culture hackers" Mike Zuckerman and Ilana Lipsett. These two young "creatives" educated EDRT on the wild adventure that is [ freespace ]. The [ freespace ] movement riffs on the concept of hacking and aims to democratize innovation through open participation and the power of distributed networks through creative community-based initiatives. They, and the movement, have garnered national and international attention for their contribution to building community, creating public art, and igniting social change through innovative collective action.

EDRT members and guests then got a chance to put on their own creative hats, as Mark Schar, Lecturer and Researcher at Stanford University Center for Design Research, introduced us to the world of design thinking through a "Stanford d.school" exercise that refines the gift giving experience. He coaxed participants in a design thinking/rapid prototyping exercise that simulated how Stanford's students and faculty take on some of the world's messiest problems together. To end our two-day journey, Schar led us on a walking tour of the Stanford University campus and a visit to the d. school, a hub for innovators of all disciplines across the system.



To view all the EDRT Spring 2015 Meeting Presentations and Materials please visit our EDRT members-only website: [www.bu.edu/edrt/member-resources](http://www.bu.edu/edrt/member-resources)



EDRT.ORG

Executive Development Roundtable in collaboration with CCL

At the intersection of learning and leading...

## EDRT Member News

### EDRT MEMBER UPDATES

#### State Farm Insurance and Vi Living Awarded Chief Learning Officer Magazine's LearningElite Gold Honors

Congratulations to [State Farm Insurance](#) and [Vi Living](#) for their recognition as Gold level companies in Chief Learning Officer Magazine's rigorous peer-reviewed benchmarking program for exemplary workforce development strategies that deliver significant business results. [Learn more here...](#)



#### Top Marks on the Human Rights Campaign (HRC) Foundation 2015 Corporate Equality Index

Congratulations to [Biogen Idec](#), [Cummins Inc.](#), [Eli Lilly and Company](#), and [Lexmark International](#), for scoring 100/100 points on the Human Rights Campaign Foundation's annual Corporate Equality Index reports. The marks are based on consideration for equal employment opportunities, organizational LGBT competency, public engagement, and comprehensive and equal employment benefits. Companies receiving a perfect score are recognized as "Best Places to Work At for LGBT Equality" by the HRC.

[Check out the full list!](#)

#### U.S. Cellular Named a J.D. Power Customer Champion for 2014

For 2014's Customer Champion program, J.D. Power and Fortune magazine evaluated over 600 companies across industries on their customer satisfaction based solely on independently-collected customer feedback. Congratulations to [U.S. Cellular](#), who was one of 50 companies to be distinguished for their customer service. [Check out the full list!](#)

#### U.S. Cellular Partners with Shark Tank to Empower Small-town Entrepreneurs

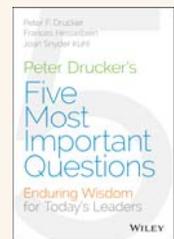
In its six seasons thus far, the popular show Shark Tank has focused on casting their entrepreneurial hopefuls from major metropolitan areas. [U.S. Cellular](#) designed an innovative marketing campaign with the show to bring casting sessions to Milwaukee, WI, Greenville, NC, and Des Moines, IA. Entrepreneurs lined up for this once-in-a-lifetime opportunity and gave their best pitch for a chance to appear on the ABC hit show; three young sisters from the Milwaukee casting have made it to the final televised round to pitch to the Sharks. [Learn more here..](#)

#### CCL Launches a New Women's Leadership Experience (WLE) Program

In January 2015, [CCL](#) announced the successful prototype of the Women's Leadership Experience (WLE). This multi-phase experience is a combination of on-site and off-site training tailored for senior women leaders who have a track record of success and are at an inflection point in their careers. The core themes of Identity, Agency and Partnership leverage the work of CCL's *Standing at the Crossroads* (Ruderman and Ohlott), which describes the developmental needs of high-achieving women. The program was offered for the first time on July 21. Registrations are now open.

#### Enhanced Version of Peter Drucker's Five Most Important Questions

Peter Drucker's *Five Most Important Questions* has long served as a great resource for leaders and entrepreneurs today to find guidance and inspiration for achieving their goals. With the addition of fresh commentary and insights from distinguished management gurus, contemporary entrepreneurs and dynamic millennial leaders, [The Frances Hesselbein Leadership Institute](#) is enhancing this seminal work with applications to the specific challenges and concerns of leading today. [Click here to learn more and order the book.](#)





## EDRT MEMBER UPDATE (CONTINUED)

### **Lisa Prior of [Prior Consulting](#) spoke at the WiRL (Women in Real Life Leadership) Summit**

The Women in Real Life Leadership Summit brings leadership and business professionals together to speak on topics of career success and a life balance to aspiring women over the course of April—November 2015. Lisa was the first speaker in the series. Her topic--*Your VIEW: The Four Secret Skills for Charting Your Unique Career Path* stressed the importance of having a vision in your career and building the confidence and momentum to leverage opportunities and relationships to achieve your path. **Learn more [here...](#)**

### **CCL Experts Partner with Saudi Arabian Women-only University to Create Leadership Development Program**

[The Center for Creative Leadership](#)'s Gina Eckert, Jennifer Martineau and Bernadette Conraths traveled to Saudi Arabia to launch a Leadership Strategy Discovery Process with Princess Nourah University in January 2015 in Riyadh, Saudi Arabia. Princess Nourah University is the largest women-only university and has grown within four years of its existence to accommodate about 35,000 students. The team spent their time there learning about the university's strategy and its mission to develop women leaders in Saudi Arabia and across the Gulf region. The next step is developing a leadership strategy process conducted with other international partners and Princess Nourah University.

### **[US Army War College](#) Professors Conduct Strategic Leadership Workshop in Fort Shafter, HI**

At the request of the USARPAC commander, General Vincent Brooks, Drs. Steve Gerras and Andrew Hill (both DCLM) traveled to Fort Shafter, HI last fall to lead an executive education program for the senior USARPAC leaders. The title of the program was "The Cognitive and Organizational Practice of Innovation," and it featured much of the material presented in the Strategic Leadership core course. Attendees included about 20 senior military officers and Senior Executive Service members. Future interactions with [US Army War College](#) are being considered.

### **Center for Creative Leadership Earns Another Top 5 Ranking from Financial Times**

For the second year in a row, the Center for Creative Leadership ranks No. 4 overall in the *Financial Times* worldwide survey of executive education. With offices in Africa, Asia, Europe and North America, CCL also ranks No. 5 globally for Open-Enrollment programs and No. 8 for Custom programs in the 2015 survey. For the 14th consecutive year, CCL is the only institution — from more than 85 in the rankings — that focuses exclusively on leadership development.



### **Chuck Allen of US Army War College wrote articles featured in Joint Force Quarterly and The Patriot News**

Chuck's JFQ article entitled "[Quo Vadis? The Education of Senior Military Officers](#)" reviews the results of several studies and surveys from the employers of USAWC graduates and from recent graduates themselves on how best to prepare for future assignments. The Patriot News article "[Key goal of the U.S. Army War College is to help develop strategic thinkers: Charles D. Allen](#)" was extracted from the full article in JSQ and discusses USWAC's approaches to preparing their graduates to be strategic thinkers.



## WELCOME TO OUR NEWEST EDRT MEMBERS!



### Thermo Fisher Scientific

**Michael Glass**, Vice President, Talent Management and Development

**Ann Matteson**, Director, Talent Management and Leadership Development

[www.thermofisher.com](http://www.thermofisher.com)

**Thermo Fisher Scientific Inc.** is the world leader in serving science, with revenues of \$17 billion and approximately 50,000 employees in 50 countries. Their mission is to enable customers to make the world healthier, cleaner and safer. They help their customers accelerate life sciences research, solve complex analytical challenges, improve patient diagnostics and increase laboratory productivity. Through their premier brands – Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific and Unity Lab Services – Thermo Fisher Scientific offers an unmatched combination of innovative technologies, purchasing convenience and comprehensive support.



### Vi Living

**Jill Denman**, Assistant Vice President, Learning & Organizational Development

**Judy Whitcomb**, Senior Vice President, Human Resources and Chief Learning Executive

[www.viliving.com](http://www.viliving.com)

In 2012, **Vi Living** celebrated their 25th anniversary as a developer, owner, and operator of residential communities for older adults. Today the Vi family of communities consists of 10 continuing care retirement communities (CCRCs) across the United States, with corporate leadership committed to providing quality environments, services and programs to enrich the lives of older adults. They are extremely proud of the accomplishments they have achieved during the past 25 years, ensuring that they continue to provide their residents and employees with a stable, quality senior living community.



**PROTAGONIST**  
CONSULTING GROUP

### Protagonist Consulting

**Rob Salafia**, Founder & President

[www.protagonistconsulting.com](http://www.protagonistconsulting.com)

Rob Salafia is the Founder & President of **Protagonist Consulting Group**. He combines two decades of experience as a top leadership development executive with a well-established career in the performing arts. Rob brings a passion for creating long-lasting client relationships and leading executives through transformative learning experiences. He has a proven track record for helping leaders develop their presence, tell compelling stories and establish authentic connections.



## ONGOING EDRT & BU RESEARCH & UPDATES

### Reduced-load Work Arrangements Study Soon to be Published

On the study of executives and high-level professionals in reduced-load work arrangements, Tim Hall and his colleagues are now finishing up the project by publishing their last papers. One of these papers will come out soon in *Human Resource Management* on what factors (in the employee, in the work, and in the organization) lead managers to be more or less supportive of individualized flexible work arrangements.

### 5C (The Cross Cultural Collaboration on Contemporary Careers) Research Project Update

The 5C Group (Cross-Cultural Collaboration on Contemporary Careers) has been looking at how careers are experienced across countries for the last 10 years. Jon Briscoe of Northern Illinois University (and past Research Associate of EDRT), Tim Hall of Boston University, and Wolfgang Mayrhofer of Vienna University co-founded the group which now includes 30 countries with their dedicated research teams. Currently, the team is finishing up their first wave of survey data collection for a large quantitative analysis.

### Inter-university Study on Changes During the Process of Retirement

Along with colleagues Kathy Kram of Boston University, Lotte Bailyn of Massachusetts Institute of Technology, Marcy Crary of Bentley University, and Teresa Amabile of Harvard University, Tim Hall of Boston University is conducting a study of identity changes and decision-making in the process of retirement. They are in the data collection phase of this unique inter-university project.

## BOSTON UNIVERSITY QUESTROM SCHOOL OF BUSINESS NEWS/UPDATES

### BU School of Management Renamed to Questrom School of Business

Allen Questrom, BU Questrom School of Business alumni and retired chief executive officer of several of the nation's largest department and specialty stores and his wife, Kelli Questrom have endowed the former Boston University School of Management with \$50 million through the Allen and Kelli Questrom Foundation to ensure that the quality of business education of this university continues to lead the field and inspire generations to come. This gift is the largest the university has ever received and due to the Questroms' genuine interest to further the ongoing work here, the school has been renamed to the Questrom School of Business to better encompass the wide range of programs offered within this school beyond management. **To learn more, click [here!](#)**

### BU Questrom School of Business Hosts the First-Ever Global Business Education Jam

Leading the discussion on the future of business education, the **Boston University Questrom School of Business** hosted the Business Education Jam with almost 6,000 students, faculty, experts, and business executives from September 30 to October 2 last fall. For 60 hours straight, participants logged onto forums to partake in active conversations about the place for ethics, innovation, and other relevant directions in preparing the business executives of the future. Technology partner and sponsor **IBM** provided analytics of the key ideas and trends shared in the event. **To check out a summary of the jam's highlights, click [here!](#)**



### Entrepreneur Peter Thiel Brings His Unconventional Wisdom to BUzz Lab and BU Questrom School of Business

**PayPal** cofounder and major Silicon Valley investor Peter Thiel came to share his experience and insights on innovation to a sold-out audience in December 2014. He spoke on his experience finding success in niche areas and his belief of the role of serendipity in business success. The event was organized in collaboration with **BUzz Lab**, BU's new center for entrepreneurship, which intends to foster greater resources and community in entrepreneurship for students, faculty, and programs at BU. **To read more about his talk, click [here!](#)**

### Launch of New Masters Program to Advance Leadership Careers in STEM Fields

Beginning with its inaugural class in Fall 2015, the Masters of Science in Management Studies program intends to help graduates in science, technology, engineering, and math bridge the gap between their technical backgrounds and the leadership skills needed to advance to leadership roles within their respective fields. The one-year program will be divided into three modules that provide real-world experiences with major corporations, team-based projects, and company-led workshops that challenge their abilities to solve business problems. **To learn more, click [here!](#)**



## CONNECTING WITH EDRT COMMUNITY THROUGH LINKEDIN!



**EDRT - Executive Development Roundtable,  
Boston University Questrom School of  
Business**

**EDRT has set-up a group page on LinkedIn** for sharing information. Please connect with EDRT Assistant Director Sandra Zarotney Keldsen on LinkedIn and she will send you access to the page for networking, enhanced collaboration, knowledge exchange, and file sharing with the EDRT community. If you want Sandra (Sandy) to send you an invite directly, please email her at [zarotney@bu.edu](mailto:zarotney@bu.edu)

## RECOMMENDED READINGS

- Arruda, William (Contributor), Why Something you loved as a child is your key to Success. Featuring Lani Peterson. Forbes (March 2015). [View the article.](#)
- Benson-Armer, Richard, Otto, Silke-Susann, and van Dam, Nick. Do your Training Efforts Drive Performance? McKinsey Quarterly, March 2015. [View the article.](#)
- Chandrasekar, A. & Zhao, S. (2015). Creating a Dynamic and Sustainable Talent Ecosystem., Greensboro, NC: Center for Creative Leadership. [View the white paper.](#)
- Clerkin Cathleen, Crumbacher, Christine A., Fernando, Julia, and Gentry, William A. (Bill). Bossy: What's Gender Got to Do with It? February 2015. Center for Creative Leadership (CCL®). [View white paper.](#)
- Cullen, K. L., Gentry, W. A., & Yammarino, F. J. (2015). Biased self-perception tendencies: Self-enhancement/self-diminishment and leader derailment in individualistic and collectivistic cultures. *Applied Psychology: An International Review*, 64, 161-207.
- Cullen, K. L., Gerbasi, A., & Chrobot-Mason, D. (In press). Thriving in central network positions: The Role of Political Skill. *Journal of Management*.
- Everson, Kate. "[Learning By Design](#)." Chief Learning Officer Magazine, 25 Sept. 2014. Web. 23 Feb. 2015.
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- Graves, L. M., Cullen, K. L., Lester, H. F., Ruderman, M. N., & Gentry, W. A. (2015). Managerial motivational profiles: Understanding their nature, antecedents, and consequences. *Journal of Vocational Behavior*, 87, 32-42. DOI: 10.1016/j.jvb.2014.12.002.
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- Nixon, Natalie. "How To Lead With Design Thinking." Inc.com. Inc., 12 Feb. 2015. Web. 20 Mar. 2015. View [article.](#)

## MAKING THE BEST OF EDRT MEMBERSHIP...

EDRT's value proposition to have several executives from each member company involved with us leverages the learning, fosters team dynamics across member company leadership teams, and strengthens the bond between EDRT and member firms. We encourage EDRT member representatives to bring leadership development colleagues as well as senior line executives to our meetings.



## EDRT VALUE PROPOSITION MEMBERSHIP BENEFITS



- ◆ Semi-annual meetings (Spring & Fall) on selected member-driven topics on leadership and executive development, featuring world-class speakers and best practice panels
- ◆ Participation at each EDRT meeting by two executives, plus the opportunity to invite a third person as a guest to any meeting
- ◆ Easy access to EDRT's engaged learning community, networking and information on specific questions, benchmarking suggestions, consultants, speakers, common problems, etc.
- ◆ Entry to members-only website with links to research and reports, recommended readings, presentations, podcasts, and literature summaries
- ◆ Periodic conference calls and workshops on topics of interest between meetings
- ◆ Mentoring and coaching for executive development professionals new to the field or role
- ◆ Networking with our partner organizations (Center for Creative Leadership, Center for Work & Family at Boston College, Dublin City University, and others).
- ◆ Complimentary set of CCL Guidebooks on critical leadership topics and research studies
- ◆ Complimentary access to all CCL Webinars (9-12 per year)
- ◆ Two 20% discounts per organization for CCL Open-Enrollment Programs (excludes Leadership at the Peak)
- ◆ Premium My CCL members-only website access ([www.ccl.org](http://www.ccl.org))
- ◆ Complimentary new CCL publications
- ◆ Manuscript review for CCL authors; opportunity to review and comment
- ◆ 20% discount on all CCL publications.
- ◆ One 30% discount per calendar year per organization on CCL Speakers Bureau engagements
- ◆ First invitation to participate in CCL pilots or research projects
- ◆ Pre-Publication Reviews; opportunity to review and enjoy manuscripts of new CCL publications
- ◆ Active engagement in a dynamic learning community of world-class executives and scholars who are passionate about leadership!





## EDRT MEMBER LIST

Analog Devices	ArnzenGroup	Biogen Idec
Brooks Leadership Development	Center For Creative Leadership	Cincinnati Children's Hospital Medical Center
Cummins, Inc.	Eli Lilly & Company	Fidelity Investment
Frances Hesselbein Leadership Institute	Haemonetics	The Hanover Insurance Group
Hill Holliday	Lexmark International, Inc.	MedImmune
PAREXEL International	PerkinElmer, Inc.	Prior Consulting LLC
Protagonist Consulting Group	State Farm Insurance Co.	Thermo Fisher Scientific
U.S. Army War College	U.S. Cellular	Vi Living
The Yamartino Group		



## EDRT STEERING COMMITTEE MEMBERS

Chuck Allen, US Army War College (Chair)	Sue Simmons, CCL
Sandy Keldsen, Boston University	Fred Foulkes, Boston University
Marianne Ganley, CCL	Tim Hall, Boston University
Joann Jones, Cummins, Inc.	Jack McCarthy, Boston University
Nancy Persson, The Hanover Insurance Group	Lisa Prior, Prior Consulting LLC

### The 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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