



EXECUTIVE DEVELOPMENT ROUNDTABLE EDRT

Boston University School of Management • 595 Commonwealth Avenue • Boston, MA 02215
Phone 617-353-2031 • Fax 617-353-4878 • edrt@bu.edu • www.edrt.org

EDRT Fall 2010 Meeting

November 3 & 4, 2010

Boston

Boston University School of Management



"Collaborating in a Dynamic, Globally Connected World"

The Fall 2010 EDRT meeting theme is "*Collaborating in a Dynamic, Globally Connected World.*" Since collaboration and the complexity of leading and succeeding in a globally connected world have been popular and recurring themes with EDRT members in current and past surveys about meeting topics, we selected this as our topic for our next meeting, which will be held in *Boston on November 3rd & 4th.*

EDRT has identified outstanding keynote speakers and thought leaders who will help define and set the stage for what the leadership challenges are today for collaborating, and leading, across a changing unpredictable world:

Rob Cross, DBA. Associate Professor and Director of The Network Roundtable at the University of Virginia; an expert on networks and organizational collaboration.

Bill Pasmore, PhD. Organizational Practice Leader, the Center for Creative Leadership; an international authority on global leadership and organizational development.

We will be meeting at the Boston University School of Management, and hotel accommodations will be at the Hotel Commonwealth in Kenmore Square. We are optimistic that the beautiful Fall weather in Boston will cooperate with us!

An Agenda and Speaker Bios for the Fall 2010 EDRT Meeting follow.



**Boston University School of Management
Executive Development Roundtable
EDRT Fall Meeting: November 3rd & 4th 2010
Boston, MA**

“COLLABORATING IN A DYNAMIC, GLOBALLY CONNECTED WORLD”

AGENDA

Pre-meeting: Tuesday, November 2, 2010

6:00 pm – 8:00 pm **Informal Networking Gathering for EDRT Members and Guests**
Eastern Standard (Connected to Hotel Commonwealth)
528 Commonwealth Avenue, Boston, MA 02215

Day 1: Wednesday, November 3, 2010

7:30 am – 8:15 am **New Member/Guest Orientation (Breakfast Included)**
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University; COL (Ret) Charles D. Allen, Professor of Cultural Science, U.S. Army War College

7:30 am – 8:30 am **Continental Breakfast**

8:30 am – 10:15 am **Welcome and Introductions**
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University
Roundtable Discussion
Fred Foulkes, Director of the Human Resources Policy Institute and Professor of Organizational Behavior, Boston University

10:15 am – 10:30 am **Break**

10:30 am – 12:00 pm **Leading Across Differences through Global Collaboration**
Rob Cross, Associate Professor and Director of the Network Roundtable, University of Virginia

12:00 pm – 1:30 pm **Luncheon & Gislason Award Ceremony**
Recipient: Ingar Skaug, President and Group CEO, Wilh. Wilhelmsen

1:30 pm – 3:00 pm **Collaboration and Leading the Global Enterprise**
Bill Pasmore, Organizational Practice Leader, Center for Creative Leadership

3:00 pm – 3:15 pm **Break**

3:15 pm – 3:45 pm **Collaboration and Leading the Global Enterprise (Cont'd)**
Bill Pasmore, Organizational Practice Leader, Center for Creative Leadership

3:45 pm – 5:00 pm **Collaboration and Global Leadership: Developing Senior Leaders**
Ingar Skaug, President and Group CEO, Wilh. Wilhelmsen
Ken Freeman, Dean of the Boston University School of Management, former CEO of Quest Diagnostics
John Ryan, CEO, Center for Creative Leadership

5:00 pm – 5:30 pm **Free Time**

5:30 pm – 6:30 pm **Reception – Trustees Ballroom, 9th Floor**
6:30pm – 8:30 pm **Dinner – Trustees Ballroom, 9th floor**
Entertainment: Boston University BosTones

8:30 pm **Cornwalls – Kenmore Square**
Networking Opportunity & Meeting Debrief



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Day 2: Thursday, November 4, 2010

- 8:00 am – 8:45 am **Steering Committee Meeting (Includes Breakfast)**
Open to all EDRT Members
- 8:00 am – 9:00 am **Continental Breakfast**
- 9:00 am – 9:15 am **Steering Committee Update**
*COL (Ret) Charles D. Allen, Professor of Cultural Science,
U.S. Army War College*
- 9:15 am – 10:30 am **Company Application Panel**
Bill Gentner, President and CEO, Kao Brands Company

Jim Conti, Vice President of Human Resources, Kao Brands Company

*Shailesh Chandra, Senior Director, India Strategic Partners,
Strategic Partner Organization (SPO), Cisco Systems, Inc.*
- 10:30 am – 10:45 am **Break**
- 10:45 am – 11:45 am **Applying the Learning: Roundtable Session on Global Collaboration**
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational
Behavior, Boston University*
- 11:45 am – 12:00 pm **Wrap-up and Final Reflections**
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational
Behavior, Boston University*
- 12:00 pm – 1:00 pm **Luncheon**

Taxis are available from the School of Management.

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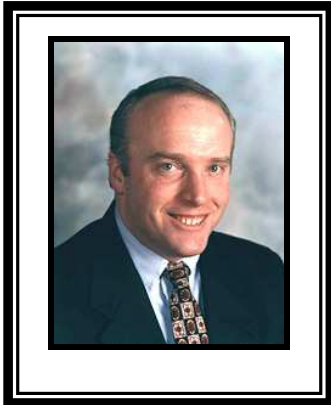
EDRT is a dynamic, peer-based learning consortium and research center open to all organizations that view leadership development as a critical strategic resource. The Creative Leadership Council is a forum of select EDRT members in collaboration with the Center for Creative Leadership.





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Robert Cross, DBA

Associate Professor and Director of the Network Roundtable, University of Virginia

Robert Cross is a professor of management at the University of Virginia and Research Director of The Network Roundtable, a consortium of 75 organizations sponsoring research on network applications to critical management issues. His research focuses on how relationships and informal networks in organizations can be analyzed and improved to promote competitive advantage, innovation, customer retention and profitability, leadership effectiveness, talent management and quality of work life.

Rob has worked directly with more than 200 strategically important networks across over 120 well-known organizations in consulting, pharmaceuticals, software, electronics and computer manufacturers, consumer products, financial services, petroleum, heavy equipment manufacturing, chemicals, and government. Ideas emerging from his research have resulted in two books, four book chapters and 23 articles, several of which have won awards. In addition to top scholarly outlets, his work has been repeatedly published in Harvard Business Review, Sloan Management Review, California Management Review, Academy of Management Executive and Organizational Dynamics. His most recent book, *The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations* (Harvard Business School Press), has been featured in venues such as Business Week, Fortune, The Financial Times, Time Magazine, The Wall Street Journal, CIO, Inc and Fast Company.

Rob earned his BS and MBA from the University of Virginia and a DBA in Organizational Behavior and Information Technology from the Boston University School of Management.



William Pasmore, PhD

Organization Practice Leader, Center for Creative Leadership (CCL)

An international authority in organizational leadership, Bill joined the Center for Creative Leadership (CCL[®]) in January 2008 in the newly created role of Organizational Practice Leader. He leads CCL's efforts to help clients develop the larger organizational leadership systems that increase their overall performance and enable their individual leaders to thrive.

Before joining CCL, Bill had served since 1997 as a partner in the Corporate Learning & Organizational Development Practice of the consulting firm Oliver Wyman Delta. While there, he headed the global research practice and worked personally with top executives of Fortune 500 companies on organizational architecture and development as well as succession planning, talent management and strategic planning. His global clients, spanning numerous business sectors, included Bristol-Myers Squibb, Compuware, United Airlines, Hewlett Packard, Kimberly Clark, Unilever and The New York Times.



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Previously, Bill was a tenured full professor from 1976–1997 in the Weatherhead School of Management at Case Western Reserve University, where he taught courses in the school’s MBA, Executive MBA, Ph.D. and Executive Ph.D. programs. He directed the school’s Master’s Degree program in Organization

Development and served as a visiting professor at INSEAD and Stanford University. He also headed his own consulting firm, Pasmore & Associates, which offered public workshops on organization design and supported efforts in organizations to bring about large-scale change. He co-founded the SIGMA program (Social Innovations in Global Management), which provides leadership and managerial training to socially responsible not-for-profit organizations around the world.

As a thought leader in the field of organization development, he has published 21 books and numerous articles, including *The Board’s New Roles in Succession Planning*, *How to Make Sure Your Next CEO is a Winner*, *Choosing the Best Next CEO*, *Designing Effective Organizations*, *Creating Strategic Change*, *Research in Organization Change and Development*, and *Relationships that Enable Enterprise Change*.

He holds a B.S. in Aeronautical Engineering/Industrial Management and a Ph.D. in Administrative Sciences, both from Purdue University.



Ingar Skaug
Group C.E.O.
Wilh. Wilhelmsen ASA, Norway

Ingar Skaug is currently Group CEO of Wilh. Wilhelmsen ASA located in Oslo, Norway. Prior to this position he was President and CEO of Wallenius Wilhelmsen Lines AS in Norway. Mr. Skaug joined Wilh. Wilhelmsen after serving as Vice President and Deputy Chief Operating Officer of Scandinavian Airlines Systems (SAS) where he was responsible for the airline's business in Norway.

Mr. Skaug has had a varied and fascinating career in the transportation industry. He received his Masters Degree in Business Administration from the University of Nurnberg in Germany. In 1972 he accepted a position as the Marketing Manager for Lufthansa Services GMBH (Catering) and worked there until 1975 when he became a Management Trainee for Scandinavian Airlines System. As a trainee he advanced through the company by receiving special education courses at the SAS Learning Center in Copenhagen, and by working at different operational functions in Oslo and Haugesund and in different Head Office Functions in Stockholm.

From 1977 to 1979 his responsibilities for SAS increased when he became a Management Trainee in North America. He served as a sales representative for the Chicago District and for Iowa, Nebraska, and South Dakota. His excellent work in North America led him to a new position as Assistant to the President for SAS North America Inc. From there he became the Director of Administration for the Routesector Intercontinental Division in Stockholm, Director of Cargo for SAS Norge, and finally in 1984, director of SAS North America. After serving as Director SAS North America for two years, Mr. Skaug became responsible for all commercial and operational airline activities as well as all activities on the domestic

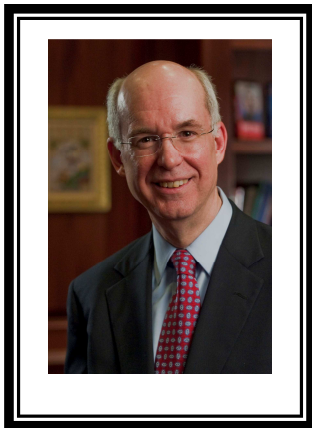


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airlines routes in Norway as the new Vice President of SAS Rutesector Norway. He worked at SAS Airline in this position until 1990 when he began his tenure as President and CEO of Wilhelmsen Lines AS, Norway.

In addition, in 2006 Skaug became Chairman of the Board of Governors for the Center for Creative Leadership (CCL), a top-ranked global provider of executive education and research headquartered in Greensboro, SC; Skaug joined CCL's board in 1991 and had previously served as its vice chairman. According to CCL, “At Wilh. Wilhelmsen, Skaug leads a company with more than 18,000 employees and offices in 71 countries. Under his guidance, the company, based in Lysaker, Norway, has instituted many pioneering leadership practices related to employee empowerment, diversity, environmental responsibility and innovation. Wilh. Wilhelmsen's value-centered approach is based on the conviction that creative and motivated employees are the key to competitive advantage.”



**Kenneth W. Freeman
Dean of Boston University School of Management,
Allen Questrom Professor**

Ken comes to Boston University with almost forty years of business experience, most recently as a Member of the investment firm Kohlberg Kravis Roberts & Co. (KKR). During his tenure at KKR, Ken has taken an active role managing the firm's investments in Accellent Inc., previously as Executive Chairman and Acting CEO, and currently as Chairman; Masonite Inc., previously as Chairman and CEO and currently as a director; and HCA, Inc. as a director. He continues as a Senior Advisor at KKR and serves on the firm's Portfolio Management Committee.

Ken served as Chairman and Chief Executive Officer of Quest Diagnostics Incorporated, the leading provider of medical diagnostic testing services, from 1997 through 2004. He joined Quest Diagnostics' predecessor company, Corning Clinical Laboratories, in 1995, and subsequently led its spin-off from Corning. By executing a dramatic financial turnaround (establishing industry leadership, effecting expansion through acquisition, and driving organic growth), Ken created exceptional value for Quest Diagnostics' shareholders. The results of a recent study conducted at INSEAD rated Ken the 67th best performing CEO in the world.

Quest Diagnostics provided the third highest five-year shareholder returns among the Fortune 500 (1999-2003) and in 2004 was named to the BusinessWeek 50. The company's market capitalization increased from approximately \$350 million at the time of the spin-off to more than \$9 billion. In 2004, he passed the Chairman and CEO position on to his groomed successor.

Ken began his career at Corning Incorporated in 1972, progressing through the company's financial function before leading several business turnarounds. An outspoken proponent of the need to improve quality throughout the healthcare industry, Ken introduced Six Sigma at Quest Diagnostics, became a Black Belt, and led defect reduction projects at the company. He has addressed industry groups on the subjects of Six Sigma quality and improving patient safety. His thoughts on CEO succession planning, driving profitable growth, the importance of culture and values, and executing turnarounds have been



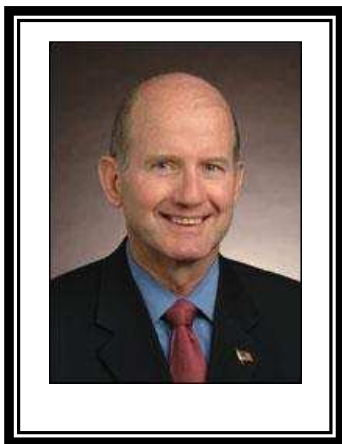
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featured in *Harvard Business Review*, and *Strategy + Business*, in addresses to business and academic leaders, and in classrooms.

Ken received a Bachelor of Science in Business Administration, summa cum laude, Phi Beta Kappa, from Bucknell University in 1972, and an M.B.A. with Distinction from the Harvard Business School in 1976. He is Chairman of the Board of Trustees of Bucknell University, past chairman of the American Clinical Laboratory Association, and served as lead director of TRW until it merged with Northrop Grumman

Corporation in 2002. He also served on the 2004 National Association of Corporate Directors Blue Ribbon Commission on Board Leadership.



**John Ryan
President and CEO
The Center for Creative Leadership**

John R. Ryan is president of the Center for Creative Leadership, a top-ranked, global provider of executive education. As president, John directs the operations of CCL, which is supported by more than 500 faculty members and staff at five campus locations in Asia, Europe and North America.

A retired U.S. Navy Vice Admiral, John joined CCL’s Board of Governors in 2002 and became president in 2007. From 2005 to 2007, he served as Chancellor of the State University of New York (SUNY), the largest comprehensive system of public higher education in the United States with 64 campuses and more than 400,000 students and 80,000 faculty and staff. Widely respected as chancellor, he was credited with enhancing SUNY’s relations with faculty, students and lawmakers, securing record budgets to hire hundreds of new faculty and staff members for teaching and research and bolstering the university’s overall reputation.

Previously, John served as president of the State University of New York Maritime College and as interim president of the University at Albany, where he strengthened academic programs, campus facilities and fund-raising efforts.

From 1998 to 2002, John was Superintendent (President) of the U.S. Naval Academy, winning widespread praise for his focus on academics, strategic planning and fund-raising. A former Navy pilot, John commanded squadrons, wings and forces in Asia, Europe and the Middle East during a 35-year career in the military.

John serves on the Board of Directors for Cablevision (Bethpage, N.Y.) and CIT Group Inc. He is also a member of the U.S. Naval Academy Foundation Board and writes columns on leadership for *Bloomberg BusinessWeek.com* and *Forbes.com*.

John graduated with a B.S. degree from the U.S. Naval Academy in 1967. He received an M.S. degree in Administration from George Washington University in 1975. He has also completed the program for Senior Executives in National and International Security at Harvard University’s John F. Kennedy School of Government.





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**Colonel (retired) Charles D. Allen
Professor of Cultural Science
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 Cultural Science 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 (Cdr, 417th Base Support Battalion; Chief of Inspections, Office of the Inspector General, USAREUR), Honduras (Director of Operations/J-3, Joint Task Force Bravo), 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. He is a frequently presenter on these topics for Senior Leadership Staff Ride and outreach programs for the Army War College (USAWC). 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.

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). He is a frequent contributor to *Journal of Installation Management* presenting and applying leadership concepts to Army garrison commanders (the Army's equivalent to city managers). His works are also published in *Joint Forces Quarterly*, *Parameters*, *Military Review*, and *Armed Forces Journal*. In service projects to USAWC, he was a contributor to the report "Faculty Recruiting and Retention" and was editor-contributor to "Educating Strategic Leaders: Electives in the USAWC Curriculum." He is the Chair of the Elective Programs Director Committee at USAWC.

As part of the Carlisle community, he is member of the Carlisle Sunrise Rotary Club and works with the local food bank, Project Share. He has also served as a panel member for the PA chapter of the National Alliance for Mental Illness program "Minds on the Edge."

Professor Allen participated in the 2009 "Soldiers and Citizens: Military and Civic Culture in America" held at Boston College's sixth annual Mass Humanities fall symposium. He was a panelist for "Diversity in Uniform: Race, gender, class, sexuality and religion in the armed forces" and "United We Serve: The all-volunteer force, national service, and democracy."

Professor Allen is a 2004-2005 member of the Pennsylvania Education Policy Fellowship Program. He was a member of the Advisory Board for the Lumina Project for the Institute of Educational Leadership.



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**William J. Gentner
President and Chief Executive Officer
Kao Brands Company**

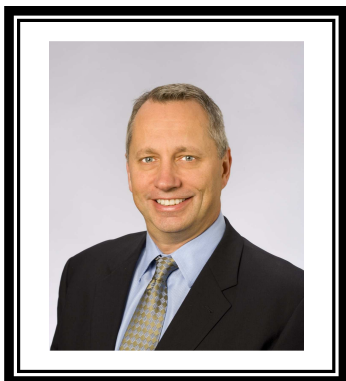
Bill Gentner joined Kao Brands Company, formerly known as The Andrew Jergens Company, in August 1995 as Executive Vice President and was appointed President and Chief Executive Officer in January 1996. Kao Brands Company, based in Cincinnati, OH, is a marketer and producer of premium personal care products with subsidiaries in North America, Europe and Australia. Kao Brands is a subsidiary of Kao Corporation (JP: 4452), the leading consumer products company in Japan. Bill also serves as an Executive Officer of the parent company in Tokyo.

Kao Brands has achieved significant growth in sales and income with the successful launch of the Bioré brand of facial care products in 1997, the acquisition of Curél Lotion in 1998, the acquisition of Ban Deodorant in 2000 and the acquisition of John Frieda Professional Hair Care Inc. in 2002. Kao Brands is an innovation leader in the personal care arena with notable products such as Bioré Pore Strips, Jergens Natural Glow Lotion, and John Frieda Frizz Ease. The company has built a strong management team, significantly improved its marketing and R&D capacity, upgraded its management information systems and has achieved significant global expansion.

Bill serves as Vice Chairman and is a member of the Board of Directors and Executive Committee of the Personal Care Products Council based in Washington, DC. He is also a board member of the Japan America Society in Cincinnati.

Prior to joining Jergens, Bill spent 13 years with Unilever where he held marketing positions in the food and home and personal care divisions. His last position at Unilever was Vice President of Marketing at Van den Bergh Foods. Prior to Unilever, he was a Marketing Manager for Pepsico International. He began his professional career in the advertising industry with Young & Rubicam and Grey Advertising in New York. He has a BA degree from the University of Windsor in Canada.

Bill resides in Cincinnati and is married with three daughters.



**James R. Conti III
Vice President, Human Resources
Kao Brands Company**

Jim Conti joined Kao Brands Company, formerly known as The Andrew Jergens Company, in May of 2007 as Vice President, Human Resources. Kao Brands Company, based in Cincinnati, OH, is a marketer and producer of premium personal care products with subsidiaries in North America, Europe, and Australia. Kao Brands is a subsidiary of Kao Corporation (JP: 4452), the leading consumer products company in Japan. Jim sits on the Executive Committee of Kao Brands.



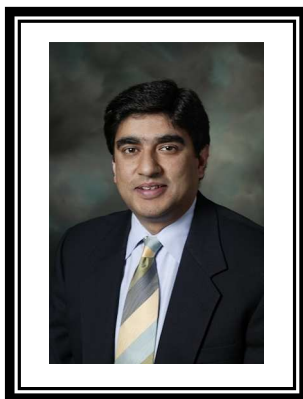
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Jim has significant experience in the leadership of HR organizations, global matrix management, and organizational development and effectiveness. Currently, Jim is responsible for the integration and leadership of the HR organizations across three Kao companies: Kao Brands, Kao Professional Salon Services in Darmstadt Germany, and Molton Brown, a global prestige retailer out of the UK

Prior to joining Kao Brands, Jim spent 3 years as the Vice President of Human Resources of Southern Container Corporation, a manufacturer of container board and specialty graphics. Prior to Southern Container, Jim spent 16 years with Unilever where he held various Human Resource positions in the home and personal care division. His last position at Unilever was Director of Human Resources, North American Brand Development. He has a BS degree in Political Science from the University of Louisville.

Jim resides in Northern Kentucky, is married and has twins, a son and a daughter.



Shailesh Chandra
Senior Director, India Strategic Partners
Strategic Partner Organization (SPO), Cisco Systems Inc.

Shailesh Chandra, a Senior Director in the newly formed Strategic Partner Organization (SPO), is responsible for the key India based partners. Prior to taking on this role, Shailesh was Dir. Business Development and Strategy of the Software Group. He was a founding member of the Customer Business Transformation team in Cisco's Voice Technology Group, helping customers/partners drive business change leveraging Unified Communications. Prior to this Shailesh was a Director in Cisco's Internet Business Solutions Group. Shailesh has 20+ years experience in high-tech, including VP US Operations at Evidian-Groupe Bull, and the Communication & Information practice at Mercer Management Consulting. Shailesh studied electrical engineering in India, and graduate engineering and management at Dartmouth College in the US.