

# Leadership



Research Center for  
Leadership in Action  
NYUWagner

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BUILDING KNOWLEDGE  
FROM THE  
**GROUND UP**

**NYUWagner**

Robert F. Wagner Graduate School of Public Service



## AN INSIDE VIEW FROM WOMEN EXECS ON NAVIGATING THE "LABYRINTH OF LEADERSHIP"

The 2008 Presidential campaigns have focused the national spotlight on women's leadership at the highest levels. But research shows that only 2% of CEOs in Fortune 500 companies and 16% of Congress members are women. A new report from the 21st Century Women's Leadership project, done in collaboration with [The White House Project](#), gives a glimpse into candid discussions among top women executives across the three sectors about leadership styles, ambivalence about ambition, and the role race plays as women confront not just a single glass ceiling but a series of challenges in the "labyrinth of leadership."

[» Read the Report](#)

## WHAT SOCIAL CHANGE ORGANIZATIONS' "FRAMING" OF ISSUES TEACHES US ABOUT LEADERSHIP: NEW ARTICLE IN THE LEADERSHIP QUARTERLY

There is extensive research on individual leaders' role as "sense givers," shaping people's understanding of themselves, their colleagues and their work to motivate followers and strengthen their commitment to the group's goals. A new article in *The Leadership Quarterly* takes a closer look at the strategies social change organizations use to "reframe," or shape - and shift - how people interpret problems and solutions and view the organizations' constituents. Written by RCLA scholars Erica Foldy and Sonia Ospina and Laurie Goldman from Tufts University, the article provides a first in-depth analysis of organizational practices, rather than individual behaviors, used to create meaning, a key task in the work of leadership.

[» Read the Article](#)

## PRACTICE NOTE: BANISHING BOREDOM BY CO-CREATING CONFERENCE AGENDAS

For anyone who has endured being "talked at" by conference presenters, Open Space Technology may be just the answer. Open Space is a method for designing events in which participants, rather than organizers, create their own agenda for breakout sessions. This Practice Note explains how to incorporate Open Space into a conference in a way that taps the knowledge and experience of participants and generates meaningful discussions.

[» Download the Practice Note](#)

## NEW PARTNERSHIP TO ADVANCE LEADERSHIP DEVELOPMENT IN NEW YORK

RCLA is joining with the [Leadership Learning Community \(LLC\)](#) to host quarterly events that spark new knowledge about leadership and connect people dedicated to leadership development work in New York. The first Learning Circle, on November 18, will focus on the intersection between race and leadership and the implications of new research for thinking about and structuring leadership development work. [»Email us for more info.](#)

## News & Events

- RCLA Research Associate Waad El Hadidy authors the lead chapter in a new book, [From Clients to Citizens: Communities Changing the Course of Their Own Development](#).
- At the [International Leadership Association Annual Conference](#), Executive Director Bethany Godsoe, Angela Terry, and Sandra Hayes will present on the use of co-inquiry in leadership development. Bethany will also serve on a panel about leadership centers in schools of public policy and public administration. Programs Manager AiLun Ku will present two poster sessions - one on making strategic investments in staff to reach your mission, and another on the lessons of a five-year research project with social change leaders, Nov. 12-15, 2008.
- RCLA to host ["The Tension between Representative and Participatory Democracy in Latin America"](#) with NYU Professor Patricio Navia, Nov. 20, 2008.
- RCLA welcomes David Elcott, PhD, who joined NYU Wagner as the Henry and Marilyn Taub Foundation Professor of Practice in Public Service and Leadership on November 3 and will be partnering with RCLA in research on encore careers.
- Nearly 350 deans, directors, program chairs and faculty attended the [National Association of Schools of Public Affairs and Administration's national conference](#) chaired by NYU Wagner Dean Ellen Schall. RCLA faculty Sonia Ospina co-chaired and Dennis Smith presented on a panel at the conference on the contributions of leadership centers to schools of public administration.
- Programs Manager AiLun Ku led two [Educating](#) workshops on "Talking Collaborative Leadership: Lessons from the Social Change Field" at the [Humboldt State University Leadership Conference](#), Oct. 10-11, 2008.
- Join our team! RCLA currently has an opening for a [Finance Manager](#).
- [More News & Events](#)

