

# Breakout Sessions

## Leadership for Tomorrow: Exploring New Approaches

### Where is Your Sanctuary?

**Paul Axtell**, President, Contextual Program Designs

Effective leaders know how to keep their spirits and souls alive. They force time for reflection. They have colleagues with whom they can vent, think and debrief. How about you? What do you need on a daily basis or weekly basis to ensure that your well-being and creativity not only survive, but are at their best?

### Leading from the Inside Out: Throwing Your Hat Over the Fence

**Steve Brady**, Extension Educator, Ohio State University Extension

In most organizations, leadership success is measured by the degree to which one has mastered his or her external environment. In this session, participants will experience and explore a different model of leadership, which offers a fresh look at how all of us can tap into leading through authentic self-expression that creates value for others.

- Steve Brady is a 4-H Youth Development educator with Ohio State University Extension, specializing in teen leadership programming, effective communication and camp program design. Brady has 14 years of camp counselor training experience and has a passion for integrating new and innovative thinking, diversity, and leadership into his programming. He loves to travel and has a passion for taking the off-the-beaten path in his exploration for the unique and authentic. Brady has travelled in 21 countries.

### Leadership in the “Long Tail”

**Steve Bosserman**, Founder and President, Bosserman & Associates, Inc

**Casey W. Hoy**, Professor and Kellogg Endowed Chair, Ohio State Univ., OARDC,  
Agroecosystems Management Program, USDA-SCRI Grant Project PI

**Ross B. MacDonald**, Curricula Development and Delivery on the USDA-SCRI grant

**Sam Rose**, Founder and President of Social Synergy, Information and Communication  
Technology Services in Support of the USDA-SCRI grant

Learn about leadership styles and organizational behaviors prevalent within the “long tail” of the Internet; discuss tools and techniques used by effective leaders in a world with increasingly open access to digital information and communication; and explore a case study in local/regional economic development that demonstrates network-leveraging leadership.

- Steve Bosserman specializes in strategic framing and organizational design. His background includes 20 years in manufacturing prior to 1987, when he founded Bosserman & Associates, Inc. In the years since, Bosserman has consulted to a wide range of private and public sector clients as a strategist and professional coach. He routinely participates and posts in multiple online venues. He is a Co-PI on an USDA-SCRI grant recently awarded to The Ohio State University.
- Dr. Ross MacDonald has a long history of organizing and leading broad-based coalitions in the pursuit of social justice, especially in relation to higher education and non-profit peace building organizations. He is a principal in a USDA grant recently awarded to The Ohio State University to build local-food coalitions in Ohio, Michigan and Pennsylvania. He holds a Ph.D. in instructional communication from the University of California. He is a former administrator in the University of California system, responsible for securing more than \$8M in outside funds for a variety of projects.

## **Accelerating Leaders' Transitions: A New Approach to Executive Onboarding**

**Anne Massaro**, Organization Development Consultant, The Ohio State University

What are the essential and interrelated elements of a leader's new work environment that will support an executive in quickly and effectively charting a successful course of leadership intention and action? What are the systematic interventions an organization can deploy to aid executives in the crucial transition to an executive role? Exploring the answers to these questions, reviewing best practices, and sharing an approach to executive onboarding designed and implemented at The Ohio State University will be the focus of this session. Participants will be encouraged to assess the onboarding that exists in their own organization and identify key areas for enhancement.

- Anne Massaro has a Ph.D. in Workforce Development and Education from The Ohio State University, a Master of Education in College Student Personnel from the University of Georgia, and a Bachelor of Arts in Psychology from the College of William and Mary. Anne has been employed at The Ohio State University as an Organization Development Consultant since 1997. In this role, Anne's primary responsibility is providing strategic direction for staff and faculty leadership development. Prior to becoming a Buckeye, Anne held human resources and student affairs positions at the University of North Texas, Xavier University, University of Tennessee, and Appalachian State University.

## **Leading through Complexity: Approaches to Leadership That Support a Culture of Collaboration and Learning**

**Jeff Miller**, Builder & Connector of Human Networks, Innovative Leadership Solutions

**Teresa Hogue**, Executive Director, Cascade Center for Community Leadership & Governance, Bend, Oregon

As organizations and communities address increasingly complex situations, new approaches to leading are needed that account for few easy answers. The challenge is to resist the "quick fix" mindset and use new, promising approaches to leading for long-term change. Learn how a framework of leadership elements contributes to cultures of learning and long-term success.

- Jeff Miller is president and senior educator for Innovative Leadership Solutions. This work has enabled Miller to share his knowledge and skills in more than 12 countries on six continents. He is an associate of the Cascade Center for Community Governance, and adjunct faculty in the University of Indianapolis MBA program; Indiana University Kelley School of Business; and Leadership Studies with Fort Hays State University. He has served as assistant director of the North Dakota State University Extension Service with responsibilities for the 4-H Youth Development Program. For three years, Jeff served as convener for the National Network for Collaboration, a consortium of 20 U.S. land-grant universities. His degrees, all in agricultural education, are from Ohio State University and Penn State University. Jeff is co-author of *Effective Collaboration: Strategies for Pursuing Common Goals*.

## **Difficult Conversations**

**Paul Axtell**, President, Contextual Program Designs

Confronting is an essential leadership skill. For a variety of reasons, we do not have the critical conversations with people who work in our organizations. Most people would benefit from and appreciate knowing exactly what we think of their performance and how they work to achieve their results. Confronting is a skill that can be developed. Difficult conversations will never be easy or comfortable if you care about people. Still, caring also means telling the truth when it needs to be told.

## **Multicultural Identities, Critical Thinking, and Ethical Action**

**Ross MacDonald**, Consultant Awaiting Appointment, The Ohio State University

This session will discuss the development of emotional and intellectual frameworks by which college minority students understand the figurative borderlands they daily inhabit. Discussion will focus on agency; how one has effect. Participants will relate personal experiences, discuss the value of the framework analysis, and relate discussion to leadership and outreach.

- Dr. Ross MacDonald has a long history of organizing and leading broad-based coalitions in the pursuit of social justice, especially in relation to higher education and non-profit peace building organizations. He is a principal in a USDA grant recently awarded to The Ohio State University to build local-food coalitions in Ohio, Michigan and Pennsylvania. He holds a Ph.D. in instructional communication from the University of California. He is a former administrator in the University of California system, responsible for securing more than \$8M in outside funds for a variety of projects.

## **Succession Planning: Building Leaderful Organizations**

**Racquel Graham**, Program Manager, The Ohio State University

Succession planning can increase your organization's effectiveness, stability, and sustainability by developing leaders and building bench strength in your organization. This session will present the case for succession planning, and provide a framework for the succession planning process and leader development. Key distinctions of next generation leaders will be identified.

- Racquel Graham, MS, CPM, is a program manager in the Office of Workforce Development, College of Public Health at The Ohio State University

## **Leading and Thriving through Change**

**Susan Seal**, Director of Outreach and External Affairs, Mississippi State University  
College of Veterinary Medicine

To be a great leader, it is imperative to not just adapt to a climate of change, but to thrive in it. This interactive presentation helps participants understand the process of organizational change, how their reaction can affect their success, and the process for successful implementation.

- Seal is the Director of Outreach and External Affairs for the Mississippi State University College of Veterinary Medicine. Previously, she was the distance education coordinator for the MSU Extension Service. Through her leadership, this program gained national recognition by winning the American Distance Education Consortium's Excellence in Distance Education Award as well as other national honors. She has an MBA and a Ph.D. in agricultural and extension education, with a minor in management. She is also a graduate of the Mississippi State Extension Service's Leadership Academy, recipient of the Action Team Leader Award for Mississippi State's Day One Leadership program, member of the Robert Holland Faculty Senate, and involved in numerous other organizations. Seal frequently presents interactive leadership programs to community and state organizations, faculty, staff, and student groups as well as women's conferences. She has also been a presenter at regional, national and international conferences.

## **Leadership During Permanent Whitewater: Building and Sustaining Organizational Capacity for Change**

**Cynthia B. Torppa**, Extension Specialist/Assistant Professor, Ohio State University Extension  
**Keith L. Smith**, Associate Vice President, Agricultural Administration; Associate Dean College of Food, Agricultural and Environmental Sciences; Director, Ohio State University Extension; Gist Chair in Extension Education and Leadership Ohio State University Extension

Organizations must cope with immediate challenges while building capacity to thrive during future volatilities. The efficacy of leaders' communication activities and personnel participation in strategic planning were explored in a study of organizational restructuring. Both contributed independently to increased receptivity and motivation of personnel and reduced resistance to organizational changes.

- Cynthia B. Torppa, Ph.D., is an Extension specialist and assistant professor in the Department of Extension at The Ohio State University. She graduated from The Ohio State University with a B.A. in Psychology, and M.A. and Ph.D. degrees from the Department of Communication. Torppa has authored or co-authored more than 60 articles for research journals and/or national and international conferences, and has been honored with numerous teaching, scholarship, and community awards.

## **The Dinosaurs Never Heard It Coming**

**David Gobey**, Director, ATECH, The Ohio State University

There is an old saying: "The dinosaurs never heard it coming." Many of today's leaders are unaware of the new forces at work within organizations. Historically, present leaders have mentored and developed future leaders. This process is dramatically shifting in a way that could cause a new extinction.

- Dave Gobey is the program director for ATECH – a commercialization venture within Ohio State. Previously, he held roles that included vice president of marketing, vice president of international marketing and distributor operations, chief marketing officer and managing director for Fortune 500 companies as well as for start-ups. With a long-time passion for international business, Gobey has lived, worked and managed organizations in 30 countries. He has been a frequent speaker and guest lecturer all over the world. Gobey is a graduate of The Ohio State University where he studied aeronautical/astronautical engineering and mathematics. He also holds a degree in international studies and a graduate degree in financial studies.

## **Surviving and Thriving in a Multigenerational Workplace**

**Kathy Lechman**, Diversity Leader, Ohio State University Extension

**Beth Flynn**, Program Specialist, OSU Leadership Center

How well are employees working together in your organization? For the first time in history, there are four distinct generations in the workforce. Understanding what shapes each generation and how these different generations prefer to be managed is a very valuable tool for success in the workplace.

- Kathy Lechman is a nationally known and highly respected trainer, facilitator, and consultant. Drawing on her vast experience, she delivers content driven, experiential workshops that enhance personal, professional, and organizational development. Lechman is the Leader for Diversity Development for OSU Extension and the College of Food, Agriculture, and Environmental Sciences, The Ohio State University.

## **Leadership and Technology in the 21<sup>st</sup> Century**

**Jeff King**, OSU Leadership Center, Ohio State University Extension

**Jerry Thomas**, Leader, Innovation and Change, Ohio State University Extension

Change is a routine event for 21<sup>st</sup> century leaders. While technology continues advancing with new ‘devices’ invented, many leaders and organizations continue using these new tools and resources with a 20<sup>th</sup> century mindset – or work to avoid using them altogether. One must discover the important link between technology and leadership.

- Dr. Jeff King is a respected trainer, facilitator, and consultant. Drawing on his more than 25 years of experience, he delivers content-driven, experiential workshops that enhance personal, professional, and organizational development. King’s unique approach for connecting with people includes a blend of humor, creative teaching techniques, and practical applications. Using his training and extensive experience in leadership and management, King provides customized consulting, training, and facilitation to local, state, national, and international organizations.

## **Action Learning: An Experiential Tool for Solving Organizational Issues**

**Sharon Kinsey**, County 4-H Agent, Rutgers Cooperative Extension

“Action Learning” is a process whereby people solve and take action on real problems in real time and learn while doing it. This process generates breakthrough insights, solutions and effective strategies through insightful questioning and reflective listening. The presenter will guide professionals through this proven approach to “learning by doing.”

- Sharon Kinsey directs youth development programming in Camden County, New Jersey. Also engaged in online course development and teaching since 2004, she has taught a total of 16 online courses in such areas as communications and leadership, ethics and leadership, and technical communication, currently at Rutgers University. Education: PhD Candidate, Leadership and Mastery of Change at the Thierry Graduate School of Leadership in Brussels, Belgium; MA, Strategic Communication and Leadership, Seton Hall University, South Orange, New Jersey.

## **Strengths-Based Leadership: Transforming Organizations by Connecting Strength to Strength**

**Chester Bowling**, Associate Professor, Ohio State University Extension

When you at your very best, what are you doing, how are you doing it, and with whom are you working? Those simple yet powerful questions can transform leadership from a combative and reactive command-and-control task to a collaborative and proactive one. We all know that strengths perform; and now we are learning that command-and-control leadership, which was designed to deal with low-skilled passive workers, is slowly being replaced by high-engagement, strengths-based leadership. This session examines how effective leaders, working with “Knowledge Economy” workers, connect strength to strength, not only to facilitate performance but also to create organizational transformation.

- Dr. Bowling is an associate professor and state extension specialist in community leadership and management with Ohio State University Extension. His responsibilities include working with county and district Extension faculty to discover and expand the vitality in Ohio’s leaders and communities. He has a Ph.D. in Organizational Behavior from the Weatherhead School of Management at Case Western Reserve University. Before attending graduate school, Dr. Bowling worked in the retail marketing division of British Petroleum.

## **Impact of Pre-Enrollment Leadership Programs on Incoming Students**

**Amy Barnes**, Assistant Director in Undergraduate Admissions and First-Year Experience,  
The Ohio State University

This session will highlight the development of the First-Year Leadership Collaborative, a pre-enrollment leadership conference for first-year students at Ohio State that began in 2005. The audience will be provided with an overview of the theory used to design the four-day conference and will focus on the results of multiple assessments about the program's effectiveness.

- Amy Barnes is an assistant director in Undergraduate Admissions and First-Year Experience at The Ohio State University. She has worked previously in the office of the Vice President for Student Affairs at The College of William and Mary and in University Housing at Ohio State. She earned her BA degree in sociology from William and Mary, and her MA degree in Higher Education and Student Affairs from Ohio State. Her Ed.D. in Educational Policy, Planning, and Leadership is also from William and Mary.

## **Leading the Millennials**

**Jodi Smith**, Extension Educator, West Virginia University Extension

**Paula Strawder**, Extension Educator, West Virginia University Extension

The Millennial generation is our next generation of adult employees and volunteers. As volunteer managers and supervisors, how do we lead this group of technologically-advanced individuals? What leadership style works best with this generation of leaders? This session will offer answers to these questions and provide information for further exploration.

- Jodi Smith is an Extension educator in 4-H Youth Development for WVU Extension Service. She has 11+ years experience as an educator for WVU, four years of that as an Extension educator, teaching such topics as teambuilding, service learning, leadership, and conflict resolution. Smith manages more than 300 4-H volunteers, serves as an advisor to the Wood County 4-H teen leader organization, and co-facilitates and instructs a high school leadership series for the Chamber of Commerce in Parkersburg, West Virginia. She received her Master of Arts in Journalism and Mass Communications from Marshall University in 1996.
- Paula Strawder is an Extension educator in Families and Health for WVU Extension Service. She has four years experience as an educator and two years as an Extension educator teaching such topics as leadership, teambuilding, lifeskills, and healthy lifestyles. Strawder manages more than 100 volunteers and co-instructs a leadership session for the Chamber of Commerce in Parkersburg, West Virginia. She received her Master of Science in Adult Education from Marshall University in 2006.

## **A New Future-Facilitative Leadership**

**Lela Vandenberg**, Community Leadership Specialist, Michigan State University Extension

**Mary Robb**, County Extension Director, Muskegon County, Michigan

**Dave Thomas**, Youth Educator, Midland County, Michigan

Participants will gain tools to discover their facilitative leadership style and teach it to others. They will see, participate in, and apply new facilitative leadership skills. The presenters each bring to this session extensive experience in creating change in the way facilitative leadership is viewed and teaching it to others.

- Dr. Lela Vandenberg is a community leadership development specialist for MSU Extension. She writes curricula, teaches workshops, and facilitates group processes within Extension and for external audiences. Her workshops focus on facilitative leadership, conflict

resolution, consensus decision-making, team building, strategic futuring, and the MBTI. Dr. Vandenberg has lived and worked in France, Rwanda, Haiti, and Belgium. She has a Ph.D. in adult education and community development; and M.A.s in non-formal education and linguistics.

### **Applying and Teaching the “Laws of Leadership” to Boards and Other Advisory Groups**

**Christopher Anderson**, 4-H Youth Development Specialist, University of Maryland Cooperative Extension

Learning and applying John Maxwell’s Laws of Leadership can help professionals who provide guidance and oversight to boards, advisory groups or planning committees to better understand group dynamics and improve committee effectiveness. Newly updated, “The 21 Irrefutable Laws of Leadership” will be explored and their application discussed during this session.

- Christopher Anderson is a 4-H Youth Development specialist in animal sciences for University of Maryland Cooperative Extension. He has been an Extension Youth Development professional in Illinois and Maryland for 20 years. He served as an agricultural extensionist with the Peace Corps, Haiti prior to joining Extension. Anderson is a member of both the Maryland Association of Extension 4-H Agents (MAE4-HA) and National Association of Extension 4-H Agents (NAE4-HA), and he served as president of NAE4-HA in 2003-2004.

### **Promoting Youth Leadership in Metropolitan Areas: Building Tomorrow Today**

**Gregory P. Siek**, Extension Educator, Ohio State University Extension

**Joseph B. Crawford**, Program Coordinator, Ohio State University Extension

A panel of teens from Cuyahoga County, Ohio will present the youth perspective on challenges facing future leaders, including: the effects of peer pressure and peer support; emerging non-traditional leadership development arenas; effects of “adultist” behavior; and ways service learning can enhance leadership skills. Dialogue with participants will be encouraged.

- Gregory P. Siek is Extension educator, 4-H Youth Development in Cuyahoga County and assistant professor in the Department of Extension. He holds a Bachelor's Degree in Sociology from John Carroll University and an MSW in Community Practice from the University of Michigan. His experience includes a two-year stint in VISTA in upstate New York, youth work with a community development corporation near Toledo, and 27 years in youth development with OSU Extension.
- Joseph B. Crawford, program coordinator, 4-H Youth Development, Ohio State University Extension. He holds a B.A. in Criminal Justice and Masters’ Degrees in Management, Computer Information Resource Management, and an M.B.A. in Business. He retired as a Lieutenant Colonel from the United States Air Force in 1993, and later served as a Junior ROTC instructor in Cleveland and Akron. He joined OSU Extension in May 2008; and is responsible for implementing the New York Life Youth-In-Governance 4-H Club Program.
- Biographical info on our youth panel members is not yet available. Based on past experience, the youth panel has not yet been selected, due to the long five-month lead time before the presentation. Between now and then some of our youth may move elsewhere and others will have yet-to-be determined obligations/commitments to family/school and will also be unavailable. The youth will be selected from leaders in our New York Life Youth-in-Governance 4-H Clubs and the Cuyahoga County Youth Advisory Board in late March or the first week of April.

## **Mid-Level Leaders as Knowledge Activists for Organizational Learning and Change**

**Mary Simon Leuci**, Community Development Program Director and Assistant Dean,  
University of Missouri

Leadership in times of change requires creating the context for effective organizational learning. The research findings to be presented highlight four spheres of organizational learning in Extension, roles that top- and mid-level leaders play in fostering organizational learning, and the implications/application for Extension leaders and educators in the organization.

- Dr. Mary Simon Leuci is the University of Missouri Extension community development program director and assistant dean in the College of Agriculture, Food and Natural Resources. She has been key to launching a number of new initiatives, as well as an active leader in regional and national community resource and economic development activities, and the Community Development Society. Mary received her doctorate in educational leadership and is a 2008-09 Food Systems Leadership Institute fellow.

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## **Posters – Leadership for Tomorrow: Exploring New Approaches**

### **Leadership Education - Preparing the Next Generation of Leaders Online**

**Sharon Kinsey**, County 4-H Agent, Rutgers Cooperative Extension

Can leadership be taught effectively in an online environment? Is it possible to impact students from a distance and teach lessons in leadership without ever meeting? Two online undergraduate courses in leadership offered at Rutgers University demonstrate that preparing the next generation of leaders can produce excellent results.

- Sharon Kinsey directs youth development programming in Camden County, New Jersey. Also engaged in online course development and teaching since 2004, she has taught a total of 16 online courses in such areas as communications and leadership, ethics and leadership, and technical communication, currently at Rutgers University. Education: Ph.D. Candidate, Leadership and Mastery of Change at the Thierry Graduate School of Leadership in Brussels, Belgium; MA, Strategic Communication and Leadership, Seton Hall University, South Orange, New Jersey.

### **Community Leadership Educational Programs (CLEP), Cultural Capital and Community Development: Examining the Contributions of Local Community Leaders**

**Godwin Apaliyah**, Student, Department of Rural Sociology, The Ohio State University

**Dr Kenneth Martin**, advisor, Ohio State University Extension

This paper is to examine the collective contributions of participants of CLEP on cultural and political capital and how these impact community well-being. Participants will learn: a) about the CLEP and the Community Capitals Framework and b) Impact of CLEP on cultural and political capital awareness and participation.

- Godwin Apaliyah is an international student majoring in rural sociology at The Ohio State University. He holds a master's degree in rural sociology with a specialization in community development. Apaliyah is a research associate working under Dr. Kenneth Martin. Together, they are conducting research in Community Leadership Educational Programs in Ohio and West Virginia.

## **Is the Face of Community Leadership Being Re-Gendered?**

**Johanna Reed Adams**, State Community Leadership Development Extension Specialist, University of Missouri Extension

**Dr. Kenneth E. Pigg**, Professor, Department of Rural Sociology, University of Missouri-Columbia, PI, NRI Project *Impact of Community Leadership Education in the New Economy*

Preliminary findings in a NRI project support the argument that participation in community-based leadership development education programs produced significant learning when compared to those in counties where no programs were available. This presentation explores “Is leadership in rural American being re-gendered?” and a new framework for thinking about community leadership.

- Johanna Reed Adams is a state community leadership development specialist with University of Missouri Extension. She is responsible for the development and implementation of programming designed to respond to the need for community-based leadership. Her main focus has been the EXCEL (EXperience in Community Enterprise and Leadership Development) program. She holds a BS in political science, a master’s in public administration and a Ph.D. in educational leadership and policy analysis from the University of Missouri-Columbia.

## **Purpose First, People Always: Community Building and Leadership Skills Development among Volunteers in the Master Gardener Program**

**Rich Mohr**, Agricultural and Resource Management Agent, Rutgers Cooperative Extension of Ocean County

Mohr describes the 10-session leadership course being conducted to strengthen project management and community building skills in volunteers who lead the Ocean County Master Gardener Program. The course draws heavily from the experiential education field, introducing key topics including goal setting, group life cycles, human behavior and conflict resolution.

- Richard Mohr is an assistant professor (County Agent I) with Rutgers University, New Jersey Agricultural Experiment Station, Cooperative Extension. Rich’s career in environmental stewardship ranges from Long Island Sound to the Florida’s Gulf Coast. He has run military and civilian leadership and teambuilding programs for the last 20 years. Rich earned a B.S. in Marine Biology and an M.S. in Secondary Science Education, both from the Florida Institute of Technology.

## **Leading Future Generations: Productive Cross-Generational Approaches**

**Jack Kerrigan**, Assistant Professor/Regional Director, Ohio State University Extension

**Beverly Kelbaugh**, Associate Professor/Regional Director, Ohio State University Extension

The workplace is changing rapidly. Three generations are represented in the workforce. Most upper-level leadership and management positions are currently held by Baby Boomers. Younger employees belong to the Millennial generation. Generational differences create the need for changes in leadership style to maximize productivity and maintain a positive work environment.

- Kerrigan is a regional director with Ohio State University Extension and associate chair for the Department of Extension. He has served in the North Central region of OSU Extension since April 2007. Previously, he was a county Extension director for OSU Extension. His areas of interest and expertise are urban Extension, leadership and teamwork.

## **Step Up to Civic Engagement**

**Johanna Reed Adams**, State Community Leadership Development Extension Specialist,  
University of Missouri Extension;

**Susan Tharp**, Research Associate, Office of Social and Economic Data Analysis,  
University of Missouri - Columbia

University of Missouri Extension is contributing to Kettering Foundation's research on embedding democratic practices in politics-as-usual: dealing with established organizations through a project called "Step Up to Civic Engagement," which is an outgrowth of the Step Up to Leadership curriculum.

- Johanna Reed Adams is a state community leadership development specialist with University of Missouri Extension. She is responsible for the development and implementation of programming designed to respond to the need for community-based leadership. Her main focus has been the EXCEL (EXperience in Community Enterprise and Leadership Development) program. She holds a BS in political science, a master's in public administration and a Ph.D. in educational leadership and policy analysis from the University of Missouri-Columbia.

## **Leadership Under Stress**

**Joyce Steffan**, Assistant Director of Professional Admissions, The Ohio State University

**Tayo Switzer**, doctoral candidate, Antioch University

Stress can dramatically alter the ways in which one leads. This presentation explores why a leader's approach shifts under stress; how these shifts may impact individuals, teams and organizations; and ways for leaders and others to successfully manage and take advantage of stress-related swings in leadership.

- Joyce Steffan is an assistant director in The Ohio State University Professional Admissions Office. In addition, Steffan teaches a graduate-level Diversity and Human Resources course in the OSU Fisher College of Business. Previously, Ms. Steffan was assistant director of the Master of Organization Development Program at Bowling Green State University for both executive and graduate students. She also taught an undergraduate Principles of Management course in the College of Business Administration.
- Tayo Switzer has been practicing organization development in business and corporate settings for the past decade. He has a master's degree in Organization Development from Bowling Green State University and has held leadership and organization development roles at Limited Brands and Cardinal Health. His areas of expertise are change management, culture shaping, employee engagement, and leadership development. Tayo is currently pursuing his Ph.D. in Leadership and Change from Antioch University.