



THE PROJECT ON POSITIVE LEADERSHIP

Annual Report

UNIVERSITY of LOUISVILLE

2021-2022

From The Directors:

If we ever doubted the need for positive leadership, the past two years convinced us once again. The pandemic, political polarization, war, economic distress, racial protests, natural disasters, supply chain shortages, the Great Resignation, and other events have caused untold suffering for countless people. We need people—both those in positions of formal authority and those with no formal authority—to make it a regular practice to recognize and act on opportunities to exhibit courage, compassion, humility, integrity, curiosity, ambition, generosity, and resilience. We need to do this in a way that takes others' perspectives into account, so that they want to follow us and exhibit these virtues in their own lives as well.

Despite these challenges, we saw more growth in our efforts to increase positive leadership in the world in the academic year of 2021-2022 than in any of our previous years in the Project on Positive Leadership. This began with hiring Ramie Martin-Galijatovic as the Administrative Director for the Project and continued as we built on old initiatives and introduced new initiatives into our work. We will provide a brief summary of these here, and more detail throughout this annual report.

With Ramie's help, we continued to develop instructional tools that people can use to learn positive leadership and to use in coaching sessions, corporate training, university classrooms, and other settings. For example, one exciting new tool is a case study on the University of Louisville Athletic Department, which is a useful way to examine the interplay between leadership and organizational culture. Also, Vivian Blade, our first Virtue Expert, has also made a number of her tools for developing individual and organizational resilience available on our website.

In addition to Vivian, we have begun to gather a cadre of Virtue Experts: people who have specific expertise on individual virtues such as compassion, loyalty, justice, inclusivity, decisiveness, and many others. They will help us develop instructional tools, showcase them with us, and teach in executive education programs. We will be making a public announcement about them in the late summer.


We also published the projects from the 2021 Rechter Fellows and launched our new cohort of 2022 Rechter Fellows. For three years, we have funded research projects and teaching tool development projects on positive leadership, and with the generous contributions of the Rechter family, we will continue to do so moving forward.

As the world has opened up this year, we were able to begin hosting events again. We hosted two scholars—Susan Ashford and Robert Liden—as part of our Tyra Family Distinguished Series. We hosted two instructional tools showcases so that we could show the world how to use our instructional tools. We also began gathering experts on diversity, equity, and inclusion (DEI) from around campus in order to create research, teaching, and training opportunities around the intersection of positive leadership and DEI. We plan to make all of these events bigger and better in the 2022-2023 academic year.

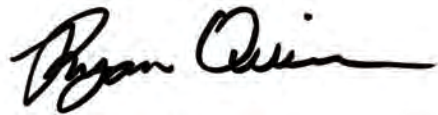
We have many other initiatives underway as well, such as gathering a board of advisors, creating a program for honoring positive leadership, partnering with efforts to increase undergraduate retention and career preparedness, and so forth. We are excited about the growing impact of our efforts.

Being at the forefront of research and education is at the very heart of our pursuits at the University of Louisville. Your support helps establish UofL as a global center in the study of positive leadership. Investing in the Project on Positive Leadership in these foundational stages is both a testimony to your commitment to making a lasting impact on tomorrow's business leaders today and investment in the Project's ability to facilitate and disseminate research and teaching resources on positive leadership worldwide.

With gratitude,



Ramie Martin-Galijatovic, MSSW
Administrative Program Director



Ryan Quinn, PhD
Academic Program Director



2021-2022 PROGRAMMING

Instructional Tool Showcases

To fulfill our mission of increasing positive leadership throughout the world, PPL hosts a suite of free tools for learning and teaching positive leadership and our inexpensive subscription-based smartphone application, Leadership Amplifier. The suite also provides examples of teaching tools we like from other sources and an instructor's manual that includes our teaching philosophy and many ideas about how to use these tools. To increase awareness, PPL begin hosting live demonstrations of specific tools at the University Club. Attendees included educators, HR professionals, learning and development officers, business consultants, and coaches. Feedback has been overwhelmingly positive so a third showcase has been scheduled for **October 13, 2022**.



February 24, 2022. Dr. Ryan Quinn, Academic Director, delivered an activity-filled lecture on moral insight to students that explained how moral insight makes leadership possible, and also addressed other benefits on acquiring and acting on moral insight. Additionally, the Leadership Amplifier smartphone application was showcased. 35 participants registered and the mean score for satisfaction with this event was 6.5 (7 point scale).



June 21, 2022. Dr. Ryan Quinn presented on the virtue, ambition, and developing the cognitive skills necessary to turn problems into purposes, such as questioning impossibility and expanding the scope of one's thinking. Vivian Blade, MBA, MBB, PMP shared best practices and resources for building personal resilience and how to lead with resilience so that stronger organizations emerge. Fifty five participants registered and the mean score for satisfaction with this event was 6.33 (7 point scale).

Recordings of these events can be found on our Youtube Channel



2021-2022 PROGRAMMING

Tyra Family Distinguished Conversation Series



PPL began hosting successful business leaders and academic scholars in 2022, who participate in a series of presentations, workshops, or events related to positive leadership.

Dr. Sue Ashford, the inaugural speaker and the Michael and Susan Jandernoa Professor in Management and Organizations group at the University of Michigan, Stephen M. Ross School of Business, delivered a presentation titled: Making Everyday Leadership a Reality: Lessons from a 15-Year Research Journey, and held a book discussion with faculty and staff across campus around her recent book, The Power of Flexing: How to Use Small Daily Experiments to Create Big Life-Changing Growth. Dr. Bob Liden, Professor of Management and Associate Dean of College of Business Doctoral Programs, at the University of Illinois at Chicago, presented five studies, three cross-sectional and two time-lagged investigations, on servant leadership and visited with students.

We are excited to announce our upcoming speakers: (1) Howard Behar, former President of Starbucks International, leader, author, speaker, and longtime advocate of the Servant Leadership Model (September 27, 2022/in partnership with Center for Free Enterprise); 2) Dr. Dejun “Tony” Kong, Associate Professor of Organizational Leadership at the University of Colorado, Boulder (November 11, 2022); and 3) Dr. Gerard Seijts, Professor of Organizational Behavior and Executive Director at the Ian O. Ihnatowycz Institute for Leadership, Ivey School of Business, University of Western Ontario (March 10, 2023).

VIRTUE EXPERTS

Leadership begins when a person exhibits virtues with excellence.

In an effort to broaden the reach and increase resources on the Project's website that helps others develop positive leadership skills, PPL has begun to identify and develop affiliations with virtue experts. These are consultant, coaches, or professors who have expertise in specific virtues. We are excited to work with the following experts and expect to continue to grow this formidable group during the next academic year.



Authenticity: Greg Nielsen, JD, President and CEO, Nielsen Training and Consulting



Compassion: Brad Shuck, PhD, Professor, University of Louisville, College of Education and Human Development, Department of Educational Leadership, Evaluation, and Organizational Development



Courage: Denise Cumberland, PhD, Associate Professor, University of Louisville, College of Education and Human Development, Department of Educational Leadership, Evaluation, and Organizational Development



Decisiveness: Patty Payette, PhD, Executive Director, Quality Enhancement Plan, University of Louisville, Delphi Center



Flexibility: Abby Koenig, PhD, Assistant Professor, University of Louisville, College of Business, Management and Entrepreneurship



Forgiveness: Mark Leach, PhD, Professor, University of Louisville, College of Education and Human Development, Department of Counseling and Human Development



Inclusivity: Brian Buford, Executive Director, University of Louisville, Employee Success Center



Inclusivity: Brigitte Burpo, PhD, Assistant Dean of Diversity, Equity, and Inclusion, Clinical Assistant Professor in the Sport Administration Program, University of Louisville, College of Education and Human Development



Inclusivity: Cynthia Ganote, PhD, Assistant Professor, University of Louisville, Department of Sociology



Justice: Cherie Dawson-Edwards, PhD, Vice Provost for Faculty Affairs, Associate Professor, University of Louisville, Department of Criminal Justice.



Loyalty: Alfred Frager, PhD, Professor, University of Louisville, College of Business, Management and Entrepreneurship



Resilience: Vivian Blade, MBA, MBB, PMP, Lecturer, University of Louisville, College of Business, Executive Coach and Consultant

Respect: Kristin Lucas, Associate Professor, University of Louisville, College of Business, Management and Entrepreneurship (not pictured)

RECHTER FELLOWS IN POSITIVE LEADERSHIP

In December 2021, the 3rd cohort of Sam and Bonnie Rechter Fellows was selected to develop tools for cultivating positive leadership. Five projects that support the development of virtue and excellence in leadership have been awarded funding and fellowship designation as part of the project.



Inga Carboni, PhD

Associate Professor,
Mason School of Business
The College of William and
Mary



Jason Chen, PhD

Associate Professor,
Educational Psychology,
The College of William
and Mary



Kellie Cummings, MAPP

Wellness Wisdom/Adjunct
Faculty, Masters of Arts in
Communication program,
Johns Hopkins University

Carboni and Chen will identify leaders' strategies to advocate for diversity, equity, and inclusion (DEI) through the qualitative analysis of data gathered by asking 30 senior business leaders to participate in three online avatar-based simulations. The simulations were designed to provide practice and feedback on having difficult conversations related to DEI. Voiced by live actors, the simulations offer a realistic experience in a low-risk confidential environment. Through publications in selected outlets, their goal is to share the profiles of successful and unsuccessful DEI strategies with other leaders to help them select the strategies that will work best for them in a given situation.

Cummings will develop an instructional tool called "Anchor Relationships" to enable leaders to recognize and strengthen the virtuous relationships in their lives to help them stay true to themselves when navigating conflicts of interest. The research is based on a study completed in 2019 using exemplar methodology to uncover behaviors of leaders who met a set of criteria to qualify as moral exemplars.

2022 COHORT

**Funded by the Sam and Bonnie Rechter
Family Trust**

“These projects each address a specific need for better a understanding of the characteristics and behaviors that result in positive leadership.”

Dr. Ryan Quinn, Academic Director



Ronit Kark, PhD

Full Professor of Leadership and Organizational Psychology, Bar-Ilan University, Israel

Kark will develop a working tool to enhance 'Positive Leadership for Good Allyship to Promote Gender Equality.' The tool will enable exploration of barriers for men to join as allies, men's motivations, emotions, and best practice behaviors as allies, and possible backlash and resistance they can encounter and how they can address it.



Loren Kuzuhara, PhD

Trenton Performance Consulting, Teaching Professor, School of Business, University of Wisconsin.

Kuzuharu will develop a positive leadership measure specifically geared towards undergraduate students who may have less work and life experience. The Student Positive Leadership Assessment (SPLA) will be supported by a set of experiential exercises that students will complete that involve service learning and engagement with the larger community.



Katina Sawyer, PhD

Associate Professor of Management and Organizations, University of Arizona

Sawyer will develop a behavioral measure that can be used to determine the level of leader inclusivity present in teams and organizations and determine the antecedents and outcomes associated with these leader behaviors. It is anticipated that this scale can be used as a developmental instructional tool in classrooms.

PPL FEATURED IN PODCASTS



The Human-Centered Leadership podcast is hosted by Pete Longhurst and Marci MacKay. During the episode, Ryan Quinn discusses the value of a growth mindset for leaders, as well as how leaders can work backward from virtues, such as courage, love, and forgiveness, to transform their leadership effectiveness. December 21, 2021. Listen [here](#).



With the Great Resignation, the need for compassionate leadership is greater than ever. Gerard Rabalais, M.D. and Stacie Saner, Ed.D interview Ryan Quinn about his insights on the power of positive leadership, the mission of the project, and how positive leadership shapes organizational culture. February 4, 2022. Listen [here](#).



Yes and Know, a podcast devoted to the push and pull that we face daily in the education world that really turns out to have no solution at all. Jim Martin and Rachel Nance, the hosts, spoke with Ryan Quinn about how to balance virtues for leaders to get the most positive effect. April 9, 2022. Listen [here](#).

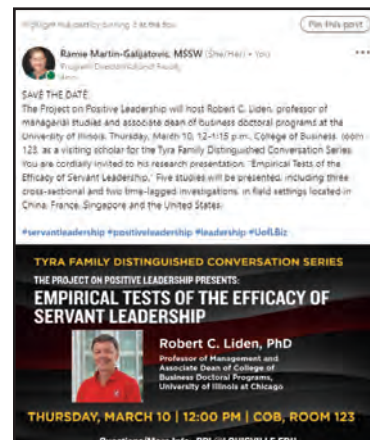
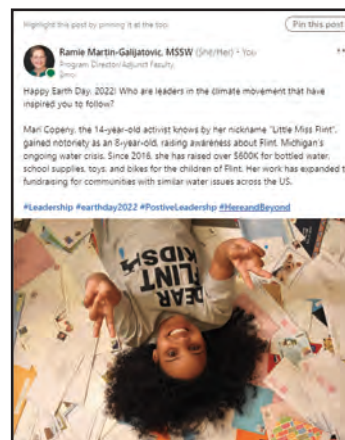


Ryan Quinn and Lindsay Recknell, speaker, facilitator, and mental health advocate, discussed how we can find intrinsic motivation and a sense of hope by finding and focusing on our purpose. Ryan shares his insight on subtle changes we can make in our mindset that will lead to inspiration and concrete action, how purpose and virtues can be used to improve leadership, and the benefits of positive leadership. June 8, 2022. Listen [here](#).

SOCIAL MEDIA HIGHLIGHTS



We are just beginning to build a social media presence and currently host a LinkedIn business page and closed group where we promote initiatives, events, and share content on positive leadership. Worth noting, our followers increased 138% this year and our goal for the next year is to continue to grow this number and to pursue other social media platforms so as to further our mission of increasing positive leadership in the world. [Connect](#) with us!



OTHER HIGHLIGHTS



November 2021, Dr. Ryan Quinn, and Vince Tyra, former Athletic Director at the University of Louisville, led a 3-hour interactive seminar on positive leadership for YPO, Bluegrass Chapter, where approximately 65 C-Suite executives were in attendance. Quinn introduced the project's newest case study about the athletic department, the Endless Comeback, that provided an opportunity to discuss topics such as leadership, culture change, resilience, and decision making.



March 2022, Dr. Ryan Quinn was a presenter at Navigating Leadership Now, an Executive Education event that brought together a panel of experts with in-depth lesson and interactive break-out work groups. Quinn led a lunchtime conversation with Josh Heird, UofL Athletic Director, around the athletic department, leadership, and examined lessons learned over the past several years.

The first course in a four-part Executive Education series on Positive Leadership, Inspiring Profound Collaboration, was held on Wednesdays from January 26 -March 2, 2022. Participants learned how to apply the virtues of trust, inclusivity, gratitude, and generosity, transforming both challenging and routine situations so that the people involved can all achieve more excellence.



For more information about the Positive Leadership Certificate series or custom programs, visit [Executive Education](#)

HELP US RECOGNIZE POSITIVE LEADERSHIP

We want to honor it! An act of positive leadership occurs when a person shows more courage, compassion, honesty, humility, generosity, resilience, curiosity, or another virtue with more excellence than people normally show in similar situations, and other people follow because they are inspired by that act.

A person who does this may or may not occupy a formal management position. Sometimes people exhibit exceptional leadership without any authority at all. Other times, people in management positions show that they are the kind of people we want in those positions because of the leadership they exhibit. Either way, we want to know about it and honor it, so please let us know.

For nominations, we are specifically looking for acts of positive leadership from people within and outside of the University of Louisville.

Within the university, PPL is sponsoring a Positive Leadership award through the Employee Success Center's Annual Faculty and Staff Excellence Awards. These presidential, university-wide awards celebrate excellence in faculty and staff throughout the University.

For those outside of the university, recognition includes, inviting them to receive an award, participating in our distinguished leadership conversation series, or to serve for a time on our PPL advisory board that is currently being created.

University Nomination Form



Non-University Nomination Form



PROJECT FACULTY AND STAFF



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THE PROJECT ON POSITIVE LEADERSHIP

Founded in 2018, the Project on Positive Leadership (PPL) is an interdisciplinary unit, housed in the University of Louisville's College of Business, dedicated to increasing positive leadership in the world. We fulfill this mission by 1) creating and disseminating teaching tools for positive leadership; (2) supporting research within the field; and (3) collaborating with other units within our university and other organizations throughout the region and beyond who embrace similar missions.

The Project on Positive Leadership would like to thank our donors and sponsors for their ongoing generous support of our programming.

UNIVERSITY OF
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