

Charles J. (Chuck) Palus, PhD, is a Senior Fellow in Research at the Center for Creative Leadership. He studies, teaches, and develops leadership as a relational process within the context of the vertical transformation of leadership cultures.

He is co-founder of CCL Labs, a community-based innovation laboratory with a line of products including *Visual Explorer*, *Leadership Essentials*, *Transformations*, and the *Early Leadership Toolkit*.

He has co-designed numerous development experiences including: *Leading Creatively*, *EdgeWork*, *Facing and Solving Complex Challenges*, *Transforming Your Organization*, *Boundary Spanning Leadership*, and *Leadership for Societal Impact*. He is a passionate contributor to the CCL Societal Impact agenda and has worked extensively in Africa from the grass roots to senior levels at the African Union.

He is co-author of the award-winning book *The Leader's Edge*; and the papers: *Making Common Sense: Leadership as Meaning-Making in a Community of Practice*, and *Evolving Leaders*. His work appears in *Leadership Quarterly*, *Harvard Business Review*, the *Harvard Business School Handbook for Teaching Leadership*; the *CCL Handbook of Leadership Development*; the *CCL Handbook of Coaching*; the *Handbook of Action Research*; and the *Change Handbook*.

Prior to coming to the Center for Creative Leadership, Chuck was an R&D engineer in polymers with DuPont; a water purification engineer with Vaponics; an instructor and designer with the Hurricane Island Outward Bound School; and he has taught social psychology and statistics at Boston College. He received a BS in chemical engineering from Pennsylvania State University and a PhD in social psychology from Boston College.

Education

Ph.D., Social Psychology, 1990
Boston College, Boston, Massachusetts, USA

B.S., Chemical Engineering, 1978
Pennsylvania State University, State College, Pennsylvania, USA

Experience

The Center for Creative Leadership Global Research and Evaluation	
Senior Fellow	2015-present
Senior Enterprise Associate	2006-2015
Co-Founder, CCL Labs	1997
Research Scientist	1993-2006
Research Associate	1990-1993
Boston College Department of Psychology & School of Management	
Instructor, Graduate Student	1985-1990
The Hurricane Island Outward Bound School	
Instructor & Designer	1985-1990
E. I. du Pont de Nemours, Polymer Products Department	
Production Engineer, Research Engineer	1979-1984

Projects

Leadership Culture Tool Box	2017-present
Vertical Leadership Development	2014-present
Relational Leadership Community of Practice	2015-present
Leadership Culture Assessment	2015
Essentials for Change	2015-present
Leadership as Networks	2012-present
Leadership for Societal Impact	2012-2015
Boundary Spanning Leadership	2008-2011
Interdependent Leadership Culture Transformation	2008-present
Action Learning Leadership Process	2004-2006
Connected Leadership	2002-2010
CCL Labs	1997-present
Leadership Explorer™ Tools	1996-present
Leading Creatively	1995-2004
Idea Communities at CCL	1996-1998
EdgeWork® Simulation	1994-1998
Pathways of Development / Reflections® Instrument	1992-1996
APEX®: Awareness Program for Executive Excellence	1990-1993

Honors

Senior Fellow, Center for Creative Leadership	2015
Founding Fellow, Action Inquiry Associates (with Bill Torbert)	2013
Invited Scholar, Harvard Business School: Seminar on Teaching Leadership	2008-2011
Invited Scholar, Columbia University, Teacher's College Thought Leader Co-Inquiry	2009-2010
Senior Advisor, New York University, Wagner School Collective Leadership Network	2014-present
Research Center for Leadership in Action	2008-2014
Leadership for a Changing World	2001-2008
Book of the Year Award, Banff Leadership Centre For <i>The Leader's Edge</i> (with David M. Horth)	2003

Clients & Collaborators

Abrasive Technology	African Union
Amdocs	Avery Dennison
Bell & Howell	Bell Atlantic
Bill and Melinda Gates Foundation	Canadian International Development Agency
Bill Torbert & Associates	4MAT
Catholic Healthcare Partners	Catholic Relief Services
Central Intelligence Agency	Continuum
Columbia University Teacher's College	Council of Scientific Society Presidents
Corning Glass	Dow
Crate&Barrel	DuPont
DriveTime	Ford
Duquesne Power	Geneva Centre for Security Policy
GE Capital	Goals for Memphis Leadership Academy
Georgia Tech Research Institute	Harvard Business School
Google	Hershey Foods
Herman Miller	IKEA
Hewlett-Packard	Ketchum
Juniper Networks	KONE
Kodak	Mars
LIM	MiL
Lenoir Memorial Hospital	Manchester Business School
Maytag	Microsoft
Merrimack Pharmaceuticals	MIT Sloan School of Management
Milton Hershey School	National Institute for Neurological Disorders
Motley Fool	NATO
Penske	Novartis
National Security Agency	Polaroid
NYU, Wagner School of Public Service	Resources for Human Development
Power & Systems	Sberbank
Rice University	Square D
Stennis Fellows Program, US Congress	Verizon
United States Postal Service	Walmart
Volvo	Wilhelmsen Lines
Wells Fargo	World Vision
WL Gore	Yankee Candle
Xerox	Westfield Insurance

Peer-Reviewed Papers / Invited Chapters

- McCauley, C. & Palus, C.J. (in preparation). From ontology to praxis: The enactment of collective leadership development. *Leadership Quarterly*.
- Palus, C. J., McGuire, J.B., Stawiski, S., & Torbert, W.R. (in preparation). The art and science of vertical leadership development.
- Palus, C. J., & Horth, D. M. (in preparation). Visual Explorer. In P. Holman, T. Devane, & S. Cady (Eds.), *The change handbook: Third edition*. San Francisco, CA: Berrett-Koehler Publishers.
- McGuire, J.B., & Palus, C.J. (2018). Vertical development of leadership culture. *Integral Review*, 14(1), August. 144-166.
- Palus, C. J., Harrison, S., & Prasad, J. (2016). Developing relational leadership in Africa. In K. G. Schuyler (Ed.), *Leadership for a Healthy World: Creative Social Change*. International Leadership Association.
- McGuire, J. B., & Palus, C. J. (2015). Toward interdependent leadership culture: Transformation in KONE Americas. In D. Warrick & J. Mueller (Eds.). *Lessons in changing culture*. Oxford, UK: Rossi Smith Academic Publishing. 45-63.
- Palus, C. J., & McGuire, J.B. (2015). Mediated dialogue in action research. In H. Bradbury (Ed.) *SAGE handbook of action research, 3rd Edition*. Thousand Oaks, California: SAGE Publications. 691-699.
- Palus, C. J., Cullen, K. L., & Chrobot-Mason, D. (2014). Boundary spanning leadership in an interdependent world. In C. Cooper & L. Fox (Eds.), *Boundary-spanning in organizations: Network, influence and conflict*. pp. 206–229. London: Routledge.
- Cullen, K. L., Palus, C. J. Chrobot-Mason, D., & Appaneal, C. (2012). Getting to we: Collective leadership development. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 431–436.
- Horth, D. M., & Palus, C. J. (2012). Visual Explorer: A tool for enabling creative conversations. In R. Barner & C. P. Barner (Eds.), *Building Better Teams*. Pfeiffer.
- Hughes, R. L., Palus, C. J., Ernst, C., Houston, G. G., & McGuire, J. B. (2011). Boundary spanning across leadership cultures: A leadership strategy for the comprehensive approach (Chapter 8). In Neal., D.J. & Wells II, L. (Eds.), *Capability development in support of comprehensive approaches: Transforming international civil-military interactions*. Washington DC: Center for Technology and National Security Policy, Institute for National Strategic Studies, National Defense University.
- Palus, C.J. McGuire, J.B., & Ernst, C. (2012). Developing interdependent leadership. In *The*

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- Handbook for Teaching Leadership: Knowing, Doing, and Being*. Snook, S., Nohria, N. & Khurana, R. (Eds.). Sage Publications with the Harvard Business School. Chapter 28, 467-492.
- Palus, C. J., McGuire, J. B., & Rhodes, G. (2010). Evolving your leadership culture. In D. L. Dotlich, P. C. Cairo, & S. H. Rhinesmith (Eds.), *2010 Pfeiffer Annual: Leadership Development*. San Francisco: Pfeiffer.
- Drath, W. H., Palus, C. J., & McGuire, J. B. (2010). Developing an interdependent leadership culture. In C. D. McCauley & E. Van Velsor (Eds.), *The Center for Creative Leadership Handbook of Leadership Development, 3rd Ed.* San Francisco: Jossey-Bass.
- Drath, W. H., McCauley, C.D., Palus, C. J., Van Velsor, E., O'Connor, P. M. G., & McGuire, J. B. (2008). Direction, alignment, commitment: Toward a more integrative ontology of leadership. *Leadership Quarterly, 19*, 635–653.
- McGuire, J. B., Palus, C. J., & Torbert, W. R. (2007). Toward interdependent organizing and researching. In Shani, A.B Mohrman, S.A., Pasmore, W.A., Stymne, B. & Adler, N. (Eds.), *Handbook of Collaborative Management Research* (pp. 123–142). SAGE Publications.
- Palus, C. J., & Horth, D. M. (2007). Visual Explorer. In P. Holman, T. Devane, & S. Cady (Eds.), *The Change Handbook: The definitive resource on today's best methods for engaging whole systems*. San Francisco, CA: Berrett-Koehler Publishers.
- Palus, C. J. (2006). Artful coaching. In S.Ting & P. Scisco (Eds.), *The CCL Handbook of Coaching: A Guide for the Leader Coach* (pp. 259–285). San Francisco, CA: Jossey-Bass.
- McCauley, C. D., Drath, W. H., Palus, C. J., O'Connor, P. M. G., & Baker, B. A. (2006). The use of constructive-developmental theory to advance the understanding of leadership. *Leadership Quarterly, 17*, 634–653.
- Palus, C. J. (2004). Artful coaching: An exploration of current one-on-one leader coaching practices. In *Proceedings of the Second International Coach Federation Coaching Research Symposium*. Quebec City, Quebec, Canada: International Coach Federation.
- Palus, C. J., & Horth, D. M. (2004). Exploration for development. In C. D. McCauley & E. Van Velsor (Eds.), *The CCL Handbook of Leadership Development (2nd Ed.)* (438–464). San Francisco, CA: Jossey-Bass.
- Palus, C. J., Horth, D. M., Pulley, M. L., & Selvin, A. M. (2003). Exploration for development: Developing leadership by making shared sense of complex challenges. *Consulting Psychology Journal, 55*(1), 26–40.
- Pulley, M. L., & Palus, C. J. (2002). Developing leadership for complex challenges. *Reflections:*

Journal of the 84th Annual Invitational Conference of Human Issues in Management.

- Selvin, A. M., Shum, S. J. B., Horth, D. M., Palus, C. J., & Sierhuis, M. (2002). Knowledge art: Integrating Compendium and Visual Explorer methodologies to explore creative sensemaking. In P. Galle & G. E. Lasker (Eds.), *Knowledge for Creative Decision-Making: Proceedings of a Special Focus Symposium under InterSymp-2002* (pp. 6–11). Baden-Baden, Germany: The International Institute for Advanced Studies in Systems Research & Cybernetics.
- Palus, C. J., & Drath, W. H. (2001). Putting something in the middle: An approach to dialogue. *Reflections*, 3(2), 28–39.
- Palus, C. J., & Horth, D. M. (1996). Leading creatively: The art of making sense. *The Journal of Aesthetic Education*, 30(4), 53–68.
- Palus, C. J. (1993). Transformative experiences of adulthood: A new look at the seasons of life. In J. Demick, K. Bursik, & R. DiBiase (Eds.), *Parental development* (pp. 39–58). New Jersey: Lawrence Erlbaum Associates.
- Palus, C. J., Nasby, W., & Easton, R. D. (1990). Executive identity and the hero's story: The voyage of Dodge Morgan and the American Promise. *Journal of Applied Behavioral Science*, 26(4), 501–527.

Books, Technical Reports, & White Papers

- Jenkins, D., & Palus, C.J. (2019). *Enhancing leadership learning and dialogue with Visual Explorer*. International Leadership Association, Pause for Pedagogy.
- Stawiski, S. McGuire J.B., & Palus, C.J. (2018). *Leadership culture field guide*. Technical Report.
- Palus, C.J., White, A., & Ray, S. (2015). *Skills assessment survey for the African Union: Analytical report and strategic recommendations*. Technical Report. 10 June.
- McGuire, J. M., Palus, C. J. & Quinn, L. (2015). *Mediated dialogue: See your way through change*. CCL White Paper. Greensboro, NC: Center for Creative Leadership.
- Cullen, K. L., Palus, C.J., & Chrobot-Mason, D. (2015). *Cultivating networks that support innovation: A case study of leadership development at Merrimack Pharmaceuticals*. CCL Impact Study.
- Cullen, K. L., Wilburn, P., Chrobot-Mason, D. & Palus, C.J. (2014). *Networks: How collective leadership really works*. CCL White Paper. Greensboro, NC: Center for Creative Leadership.
- Palus, C. J., Asif, V., & Cullen, K. L. (2014). *Network savvy executives: Five advantages for leaders in a networked world*. CCL White Paper. Greensboro, NC: Center for Creative Leadership.
- Asif, V., & Palus, C. J. (2014). *Exploring shared value: Inter-organizational networks as a strategy for business success and positive societal impact*. CCL White Paper. Greensboro, NC: Center for Creative Leadership.
- Asif, V., & Palus, C. J. (2013). *Leadership strategies for societal impact*. CCL White Paper. Greensboro, NC: Center for Creative Leadership.
- Cullen, K. L., Palus, C. J., & Appaneal, C. (2013). *Developing network perspective*. CCL White Paper. Greensboro NC: Center for Creative Leadership.
- Reinhold, D., Ernst, C., Palus, C. J., & Trovas, S. (2012). *Boundary spanning leadership toolkit*. Greensboro NC: Center for Creative Leadership.
- Palus, C. J., & Horth, D. M. (2011). *Leadership Metaphor Explorer Guide: Creative conversations for better leadership*. Greensboro NC, USA: Center for Creative Leadership.
- Palus, C. J., & McGuire, J. B. (2011). From great leaders to great groups. *Harvard Business Review*, 122–123.

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- McGuire, J. B., Palus, C. J., Pasmore, W., & Rhodes, G. (2009). *Transforming your organization*. CCL White Paper. Greensboro NC, USA: The Center for Creative Leadership.
- McCauley, C. D., Palus, C. J., W, D., Hughes, R. L., McGuire, J., O'Connor, P. M. G., & Van Velsor, E. (2008). Interdependent leadership in organizations: Evidence from six case studies. *CCL Research Report No. 190*. Greensboro NC, USA: Center for Creative Leadership.
- McGuire, J. B., Rhodes, G., & Palus, C. J. (2008). Inside out: Transforming your leadership culture. *Leadership in Action*, 27(6), 3–7.
- Hughes, R. L., & Palus, C. J. (2005). *The development of effective collaboration in organizations*. Technical Report. Greensboro, NC, USA: Center for Creative Leadership.
- Palus, C. J., & Horth, D. M. (2005). Leading creatively: The art of making sense. *Ivey Business Journal*, (Reprint # 9B05TE05).
- Selvin, A. M., & Palus, C. J. (2003). Sensemaking techniques in support of leadership development. *Knowledge Management*, 7(1).
- Horth, D. M., & Palus, C. J. (2003). Using visuals to build teams. *T+D*, 57(10), 59–63.
- McGuire, J. B., & Palus, C. J. (2003). Using dialogue as a tool for better leadership. *Leadership in Action*, 23(1), 8–11.
- Nissley, N., & Palus, C. J. (2003). Moving beyond the “art of” creative thinking. *Focus: Newsletter of the American Creativity Association*, 15(3), 1–3.
- Palus, C. J., & Horth, D. M. (2002). *The leader's edge: Six creative competencies for navigating complex challenges*. San Francisco: Jossey-Bass.
- Palus, C. J., & Horth, D. M. (2001). *Visual Explorer: Picturing approaches to complex challenges*. Greensboro, NC, USA: The Center for Creative Leadership.
- Selvin, A. M., Shum, S. J. S., Sierhuis, M., Conklin, J., Zimmermann, Palus, C.J., Drath, W. H., Horth, D. M., Domingue, J., Motta, E., & Li, G. (2001). Compendium: Making meetings into knowledge events. *Technical Reports, KM-TR-103, The Open University, Knowledge Management Institute*.
- Palus, C. J. (1999). The art and science of leadership. *Leadership in Action*, 19(1), 12–13.
- Palus, C. J. (1998). Creating decisions. *Leadership in Action*, 18(5), 13–14.
- Palus, C. J., & Horth, D. M. (1998). Leading creatively. *Leadership in Action*, 18(2), 1–8.
- Martineau, J., Palus, C., & Campbell, R. (1997). *Idea communities: A summary of the first eleven*

- months*. Greensboro, NC: Center for Creative Leadership.
- Palus, C. J. (1997). Learning scaffolds. *Issues & Observations*, 17(1), 15.
- Palus, C. J., & Horth, D. M. (1996). Learning to lead creatively. *Strategy & Business*, 4, 14–16.
- Palus, C. J., & Drath, W. H. (1995). *Evolving leaders: A model for promoting leadership development in programs*. Greensboro, NC, USA: Center for Creative Leadership.
- Palus, C. J. (1995). Permanent white water: Playing with the metaphor. *Issues & Observations*, 15(1), 7–9.
- Dixon, N. W., Palus, C. J., & McGurty, J. (1994). *Polaroid creative engagements: Technical report*. Center for Creative Leadership.
- Drath, W. H., & Palus, C. J. (1994). *Making common sense: Leadership as meaning-making in a community of practice*. Technical Report No. 156. Greensboro, NC, USA: Center for Creative Leadership.
- Kaplan, R. E., & Palus, C. J. (1994). *Enhancing 360-degree feedback for senior executives: How to maximize the benefits and minimize the risks*. Greensboro, NC, USA: Center for Creative Leadership.
- Palus, C. J., Nasby, W., & Easton, R. D. (1991). *Understanding executive performance: A life-story perspective*. Greensboro, NC, USA: Center for Creative Leadership.

Leadership Development Tools

Leadership Culture Tool Box™

Visual Explorer™

Transformations™

Early Leadership Toolkit™

Essentials for Change™

Leadership Essentials™

Leadership Metaphor Explorer™

Experience Explorer™

Collaboration Explorer™

Boundary Explorer™

Wisdom Explorer™

Values Explorer™

Emotions™

Future Trends Explorer™

Selected Presentations

- Palus, C.J. (2018). The vertical development of self, cultures, and societies. The Stennis Fellows of the 115th Congress. Washington, DC. 26 February.
- Chrobot-Mason, D., Palus, C.J., & Cullen-Lester, K. (2017). Building an effective network as a change agent during turbulent times. International Leadership Association. 18th Annual Global Conference. Brussels, Belgium.
- Palus, C.J., Harrison, S.D. III, Grobler, V. (2017). Leadership essentials in a changing world. International Leadership Association. 18th Annual Global Conference. Brussels, Belgium.
- Palus, C.J. (2017). Vertical leadership development in an interdependent world. International Leadership Association. 18th Annual Global Conference. Brussels, Belgium.
- Johnson, B. & C.J. Palus (2017) Polarity thinking as a toolset for vertical development. CCL Client Day, Brussels, Belgium.
- Palus, C.J. (2017). Leadership Essentials for Change. Leadership Forum at Silver Bay 99th Annual Conference. Silver Bay, New York. July.
- Harrison, S.D. III, & Palus, C.J., (2016). Making models: The essentials of collective leadership. International Leadership Association. 18th Annual Global Conference. Atlanta, USA. 03 November.
- Palus, C. J. (2016). Leadership development for sustained cooperation in fragile environments. Panel discussant. The Geneva Centre for Security Policy. Sponsored by NATO. Geneva, Suisse. 16 September.
- Palus, C.J. (2016). Collective Leadership Network Research Forum. Paper discussant. New York University, Wagner School. 30 September.
- Palus, C.J. (2016). Transformations of adulthood. Leadership Forum at Silver Bay 98th Annual Conference. Silver Bay, New York. 15 July.
- Palus, C.J. (2016-17). Monthly webinars featuring the CONNECTED Community. Center for Creative Leadership.
- Palus, C.J. (2016-17). Monthly webinars featuring tools from CCL Labs. Center for Creative Leadership.
- Palus, C.J. & Harrison, S.D. III. (2015). Leadership as a lever for a healthier world. International Leadership Association. 17th Annual Global Conference. Barcelona, Spain. 16 October.
- Palus, C.J. (2015). Principles and capabilities for developing collective leadership. Panel presentation. International Leadership Association. 17th Annual Global Conference. Barcelona, Spain. 15 October.
- Palus, C.J. & Horth, D.M. (2015). Facilitating collaborative conversations. CCL Labs Webinar Series. 11 August.

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- Cullen, K.L., & Palus, C.J. (2015). Network leadership and leadership networks. Webinar series with the Leadership Learning Community and the Wagner School at New York University. 04 June.
- Palus, C.J. (2015). Leadership for impact: Intergenerational conversations on individual and collective capacity. Panel discussant. Arthur L. Carter Journalism Institute, New York University. 23 April.
- Chrobot-Mason, D., Palus, C.J., & Gerbasi, A. (2015). Cultivating networks that support transformation and innovation. Symposium: Using Networks to Influence People and Ignite Change. Society for Industrial-Organizational Psychology Annual Meeting, Philadelphia, PA, USA. 27 April.
- Palus, C.J., Harrison, S.D. III. (2015). The future of the African Union. African Union Human Learning and Development Office. Addis Ababa, Ethiopia. 27 February.
- Palus, C.J., Horth, D.M. (2015). Discovering the power of leadership metaphors for development and action. Webinar, HRDQ-U. 16 January.
- Cullen, K.L., Willburn, P., Palus, C.J. & Chrobot-Mason, D. -- *Organizers*. (2014). Thought Forum on Leadership and Networks. Center for Creative Leadership, Greensboro, NC, USA. 02-04 June.
- Palus, C.J. (2014). Leadership strategy for culture transformation. Presentation to senior management of the Milton Hershey School. Hershey, PA, USA. 28 May.
- Palus, C.J., Horth, D.M. & Harrison, S. III. (2014). Leadership strategies for societal impact. CCL Labs Webinar Series. 12 May.
- Palus, C.J., Horth, D.M. (2014). Visual thinking for effective leadership. CCL Labs Webinar Series. 12 March.
- Harrison, S. III, & Palus, C.J. (2014). Developing interdependent leadership. Presentation to & facilitation with Canadian International Development Agency. Canadian Embassy, Addis Ababa, Ethiopia. 23-24 January.
- Harrison, S. & Palus, C.J. (2014). Developing interdependent leadership. Presentation to & facilitation with World Vision. Debre Zeyit, Ethiopia. 27-29 January.
- Harrison, S. & Palus, C.J. (2014). Leadership strategies for societal impact. Presentation to & facilitation with Catholic Relief Services, Nairobi, Kenya. 03-07 February.
- Palus, C.J. & Asif, V. (2013). Developing your leadership culture. Master class for IDC Executive Education. Herzliya, Israel. 20 May.
- Palus, C.J. (2013). Invited discussant on Achieving sustainable capitalism: The great leadership challenge. The Dean's Roundtable, Manchester Business School. Toronto, Canada. 22 April.

- McGuire, J.M. & Palus, C.J. (2012). Getting change leadership right. 27th Annual SIOP Conference. San Diego, CA, USA. 25 April.
- Appaneal, C., Cullen, K. L., & Palus, C. J. (2012). Integrating organizational network analysis and boundary spanning leadership in client engagements. Presentation to the Boundary Spanning Community of Practice, Greensboro, NC, USA. 15 July.
- Palus, C.J. (2011). Panel discussant, Harvard Business School Seminar on Values and Leadership Education, Cambridge, MA, USA. June 9-10.
- Burnside, R., & Palus, C.J. (2011). Ketchum Leadership Institute. July 15, Colloquium at the Center for Creative Leadership.
- Palus, C.J. & Burnside, R. (2011). Leadership development at Ketchum. Presented to the Executive Development Round Table, Boston University, Boston, MA. 26 April.
- Pasmore, W., Palus, C.J., Ehlinger, J. (2011). Leadership development at DriveTime. Presented to the Change Management Séminar: Galvanizing Organizations to Think and Behave Differently. The Conference Board, Harvard Club of New York City. 21-22 June.
- Palus, C.J. (2011). Panel discussant, Harvard Business School Seminar on Imagining the Future of Leadership, Cambridge, MA, 09-10 June.
- Palus, C.J. (2009). Exploring interdependent leadership. The Harvard Business School Seminar on Teaching Leadership. 08 June.
- Palus, C.J. (2009). Interdependent leadership cultures : What leaders do together. MiL Day 2009, The MiL Institute. Lund, Sweden. 25 March.
- Niklasson, Å., Berndtsson, K., Palus, C.J., Svan, S. & Lindberg, A. (2009). Global leadership development at Volvo Logistics. MiL Day 2009, The MiL Institute. Lund, Sweden. 26 March.
- Palus, C.J. (2006). Connected Leadership case studies. CCL Labs Webinar Series. August 28.
- Palus, C.J. & Horth, D.M. Visual Explorer: A tool for making sense of complex organizational challenges using creative dialogue. CCL Labs Webinar Series. 18 October.
- Palus, C.J. (2003). Is leadership personal?: Issues for the evolving theory and practice of leadership development.
- Palus, C.J. (2003). Panel presentation on Innovations in Leadership Development—The Next Generation, American Psychological Association Annual Meeting, Toronto, Canada, 08 August.
- Palus, C.J. (2003). Designing events for shared sensemaking. Advisory panel presentation to the Leadership for a Changing World Project, New York University, Robert F. Wagner School of Public Service, New York, 06 May.

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- Palus, C.J. (2003). Connected leadership theory and practice. Invited presentation to a doctoral class on leadership development. Columbia University, Huber Institute, New York, May 3.
- Ernst, C. & Palus, C. (2003). A visual verbal exploration of connected leadership. Presented at the Leadership in International Management (LIM) Learning Coach Development Program, Ft. Lauderdale, FL. March 19.
- Horth, D.M., & Palus, C.J. (2003). The leader's edge. Keynote presentation. American Creativity Association Annual Meeting, Philadelphia, PA, March 13.
- Drath, W.H., O'Connor, P., Palus, C.J. (2002). Connected leadership (workshop). CLC Creative Leadership Council. Runnymede, UK. October 2.
- Horth, D.M., & Palus, C.J. (2002). The leader's edge: Navigating complex challenges. CCL Creative Leadership Council. Runnymede, UK. October 3.
- Palus, C.J. (2002). The leader's edge. Society for Human Resource Management, Pittsburgh Region Annual Meeting. October 8.
- Selvin, A.M., Shum, S.J.B., Sierhuis, M., Palus, C.J. (2002). Knowledge art: Integrating compendium and visual explorer methodologies to explore creative sensemaking. 14th International Conference on System Research, Informatics & Cybernetics. Baden-Baden, Germany. July 29 - August 3.
- Shum, S.J.B., Selvin, A.M., Horth, D.M., Palus, C.J. (2002). Knowledge art: Visual sensemaking using combined *Compendium* and *Visual Explorer* methodologies, *The Art of Management and Organization*. A conference by Essex Management Centre, University of Essex, London, September 3-7.
- Horth, D.M., & Palus, C.J. (2002). Navigating complex challenges (keynote). Creative Problem Solving Institute Annual Conference. Buffalo, NY. June 16-21.
- Palus, C.J. & Horth, D.M. (2002). Methods of visual sensemaking (workshop). Creative Problem Solving Institute Annual Conference. Buffalo, NY. June 16-21.
- Palus, C.J., & Pulley, M.L. (2002). Leadership for complex challenges. Human Issues in Management Annual Meeting at Silver Bay. Silver Bay, NY. July 10-13.
- Palus, C.J. (2002). Navigating complex challenges: Evolving our theory and practice of leadership development. About Learning Annual Renewal Conference. Chicago, IL. June 30.
- Palus, C.J. Selvin, A.M., Kaplan, R.E. (2002). Complex challenges roundtable. The Conference Board. New York, NY. May 17.
- Nissley, N., & Palus, C.J. (2002). Arts-based learning: A creative approach to organizational learning. American Creativity Association Annual Meeting, Philadelphia, PA, April 10-13.

- Selvin, A.M., & Palus, C.J. (2002). Compendium sensemaking techniques in support of leadership development. NY Organization Development Network, New York City, February 20.
- Palus, C.J. (2002). Developing leadership for complex challenges. Invited workshop for the Conference Board Joint Councils Meeting, Orlando, Florida. January 18.
- Palus, C.J. (2001). Leadership development as building capacities for making sense of complexity: An assessment of the outcomes of the *Leading Creatively* program. Professional Development Workshop (Panel): States of the art: The theory, practice and research of artful inquiry and intervention. Academy of Management Annual Meeting, Washington, DC. August 4.
- Palus, C.J. & Horth, D.M. (2000). Putting Compendium in the middle of leadership development. Second Annual Conference of the Compendium Institute, Greensboro, NC. November 1-2.
- Craig, S.B., Palus, C.J., & Rogolsky, S. (2000). Measuring change retrospectively: An examination based on item response theory. In J. Martineau (Chair), *Measuring Behavioral Change: Methodological Considerations*. Symposium presented at the April annual conference of the Society for Industrial-Organizational Psychology, New Orleans, LA.
- Craig, S.B., Palus, C.J., Rogolsky, S., & Gustafson, S.B. (1999). Using item response theory to correct for response shift bias in measurements of training impact. In S. Craig (Chair), *New Strategies for Old Problems in Evaluation: Coping with Missing Data, Scale Compression, and Response Shift Bias*. Symposium at the annual conference of the American Evaluation Association, November, Orlando, FL.
- Palus, C.J., & Drath W.H. (1999). Mediated dialogue as a leadership process. Annual Meeting of the International Leadership Academy, 22-24 October, Atlanta, GA.
- Palus, C.J. (1999). Developing aesthetic competencies for making shared sense of complexity and chaos. Creative Leadership Council–Europe Meeting, 27-28 September, Basel, Switzerland.
- Palus, C.J. (1999). Neglected competencies: Mobilizing art, science, and leadership to face complex challenges. Presentation to the Annual Conference of the Society for Human Resource Management, Atlanta, GA, 29 June.
- Palus, C.J. & Horth, D.M. (1999). Aesthetic competencies of post-heroic leaders. Presentation to the Annual Conference of the Human Resources Planning Society, San Diego, CA, 30 March.

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- Palus, C.J. (1998). Leading change: Research, practice, and the art of the long view. Invited presentation to the quarterly meeting of the Council of Scientific Society Presidents, Washington, DC, 5 December.
- Horth, D.M. & C.J. Palus (1998). The Leading Creatively Program: Research and practice. Presentation to the 1998 International Creativity & Innovation Networking Conference, Cincinnati, OH, 9-12 August.
- Palus, C.J. (1998). Leadership as an art. Invited presentation to the Annual Board of Director's Meeting, The Green Hill Gallery, Greensboro, NC, 22 June.
- Palus, C.J. (1998). Exploring creative leadership with the *Council of Scientific Society Presidents*: Research and practice. Invited presentation to the quarterly meeting of the Council of Scientific Society Presidents, Washington, DC, 2 May.
- Palus, C.J. (1998). Expanding the palette: Exploring competencies of creative leadership. Poster presented to the Avery Research Center, Avery Dennison Corporation, Pasadena, CA.
- Palus, C.J. (1998). There's a giant in the room, *and the giant is an artist*. Poster presented to the Avery Research Center, Avery Dennison Corporation, Pasadena, CA.
- Palus, C.J. & Raabe, M. (1997). Creating a feedback-rich leadership development system. Paper presented at Linkage: The Global Leadership Development Conference, Brussels, Belgium, May 21-23.
- Palus, C.J. & Martineau, J.W. (1997). Idea communities at the Center for Creative Leadership: The first year's lessons. Paper presented at Linkage: The Global Leadership Development Conference, Brussels, Belgium, May 21-23.
- Palus, C.J., Horth, D.M., Dordick, R. (1997). The art and science of strategic leadership at Avery Dennison's Avery Research Center. Presentation at Leading Creatively Day at the Center for Creative Leadership, Greensboro, NC, USA, September 17.
- Rogolsky, S., & Palus, C.J. (1996). Developing creatively: Enhancing the capabilities of an organizational group through aesthetic development. Presentation at the 11th Annual Adult Development Symposium, sponsored by Society for Research on Adult Development and Massachusetts Mental Health Center, Boston, MA, February.
- Palus, C.J. & Rogolsky, S. (1996). Observations about the nature and direction of leadership development within Wilhelmsen Lines. Presentation to the Management Council of Wilhelmsen Lines, Oslo, Norway, June 7.
- Rogolsky, S., Young, D., & Palus, C.J. (1995). Boundary-spanning program evaluation: A developmental perspective. Presentation at Evaluation '95 conference, sponsored by the Canadian Evaluation Society and American Evaluation Association, Vancouver, British Columbia, Canada.
- Palus, C.J., & Basseches, M. (1994). Designing a developmental leadership simulation: New modes of thought and action for managers in evolving organizations. Paper presented at

- the Conference on Thinking, Massachusetts Institute of Technology, Cambridge, MA, July 17-22.
- Palus, C.J. (1994). New knowledge about adult development. Presentation to *The Leaders' New Work*, sponsored by InterClass, co-hosted by the Center for Creative Leadership and The World Bank. Greensboro, NC, February 14-17.
- Dixon, N.M., Palus, C.J., & McGurty, P. (1994). Creative engagements. (Report). Greensboro, NC: the Center for Creative Leadership.
- Palus, C.J., Van Velsor, E., McCauley, C., Legerton, W., Drath, W. & Wilson, M. (1993). In pursuit of post-conventional stages of development in organizations: Designing a developmental business simulation for senior managers. Presented at the 8th Annual Symposium of the Society for Research on Adult Development, Amherst, MA, June 25-27.
- Young, D.P., Palus, C.J., & Dixon, N.M. (1993). Readiness, process and outcomes of an intensive leadership program. Presented at the 8th Annual Symposium of the Society for Research on Adult Development, Amherst, MA, June 25-27.
- Van Velsor, E. & Palus, C.J. (1993). An era of leadership in an evolving organizational network: Designing a developmental organizational simulation for emerging leadership challenges. Presentation to the Organizational Learning Center (colloquium), Massachusetts Institute of Technology, Cambridge, MA, June 28.
- Palus, C.J., & Drath, W. (1992). A general model for program fostering leadership development in organizations. Paper presented to the 7th Annual Symposium of the Society for Research on Adult Development, Toronto, Canada, June 26-28.
- Palus, C.J. & Drath, W. (1992). A stage model for intervention in the development of leaders. Paper presented to the 1992 International Creativity & Innovation Networking Conference, Greensboro, NC, September 27-30.
- Palus, C.J. (1991). Transformative experiences of adulthood: A new look at the seasons of a man's life. Paper presented to the 6th Annual Symposium of the Society for Research on Adult Development, Suffolk University, Boston, MA, July 12-14.
- Palus, C.J. (1989). Transformative experiences of the adult life-span: Timings and typologies. Paper presented to the New England Psychological Association 29th Annual Meeting, Framingham State College, Framingham, MA, October 20-21.