

## The Authors

**John B. McGuire** is a senior faculty member at the Center for Creative Leadership (CCL). His diverse work history includes senior business management positions in corporate settings—Digital Equipment Corporation and Fidelity Investments, among others. He has also operated his own leadership and organizational development consulting business, garnering extensive experience across industries and in private, public, and non-profit sectors. He formerly kept a psychology practice in family systems.

John's current work focuses on organization-wide change through leadership. He is research and development practice leader for the Change Leadership team, practicing organization culture transformation through balancing change management with change leadership. This practice focuses on developing corporate cultures, leadership strategies, and core organizational capabilities. A key tenet of this practice is assisting clients in overriding the high failure rates in change management by connecting leadership across the organization in its key outcomes of setting direction and achieving alignment and commitment.

His results-oriented work with teams and organizations combines thirty years of practical corporate line and staff experience with research-based approaches to help solve clients' business problems. John is interested in providing clients' teams and organizations with sustainable solutions while simultaneously providing practical results at each step in the process.

John holds master's degrees from Harvard and Brandeis universities and has received recognition for his service in corporate, public, and nonprofit institutions.

**Gary B. Rhodes** is a CCL adjunct and retired senior fellow. He is a principal with Leading Edge Solutions, a consulting firm specializing in the design and delivery of high-impact executive leadership programs for individuals, teams, and organizations, from a systems perspective. In his continuing work with CCL, he is focused on action research in support of intervention designs that are systemic and systematic, and that focus on organization and leadership development as a learning process. His current research, writing, and presentations emphasize linking strategy as a learning process to individual, team, and organizational change in building responsive, sustainable, innovative leadership cultures. He is skilled in individual, team, and organizational assessments.

Gary has worked with hundreds of organizations worldwide, including Boeing, the Japanese Management Association, Bank Negara Malaysia, International Centre for Leadership in Finance, Novartis, Genentech, Elan Pharmaceuticals, Amgen, General Motors, Daimler Benz, BCG, Vought Aircraft Industries, FMC, United Defense, and the World Bank. His nonprofit clients include the Council on Foundations, Council of Jewish Federations, American Red Cross, CARE, and the Prudential Spirit of Community Leadership Initiative.

Gary has done extensive consulting, training, and publishing on leadership and supervision in nonprofit organizations, including coauthoring the textbook *Competent Supervision: Making Imaginative Judgments*. He holds a master's degree in social work from the University of California at Los Angeles and an interdisciplinary master of philosophy in social science and social policy from the University of Michigan.