

Acknowledgments

This book represents the contributions of many people over many years, and we acknowledge our appreciation to them here. Writing this book has been for us an Inside-Out experience—growing bigger minds and engaging colleagues and clients alike at a deep level—the same experience we anticipate you will have in reading this book. We have grown to appreciate that writing is indeed a joint, collaborative effort based on the knowledge generation of the entire community. Foremost in our gratitude is our close colleague, our inspirational and most generous friend, Charles J. (Chuck) Palus. As project manager in the CCL Connected Leadership project for many years, Chuck has provided the intellectual continuity and integrative backbone for all of our collective work. He has been an exemplary change guide and has ceaselessly encouraged us with his creative spirit and brilliance. Using integrative approaches spanning multiple frameworks to arrive at practical, usable products and services has made this journey deeply meaningful and great fun. Chuck's worldview is deep and funny, serious and humble. He has an enormous mind. We think Chuck's work is available as a happening fractal of what we all could be and ought to become: a modern-day river rider, an alchemist with an edge, a transformer extraordinaire. Thank you, Chuck, for a great ride. What a long, invigorating trip it's been!

The core team of this project is composed of extraordinarily gifted and dedicated harbingers of the new direction of organizational-level collective leadership. Cindy McCauley

initiated the CCL Connected Leadership project, and she also took the lead in our case study research in interdependent leadership cultures and practices. She and Bill Drath doggedly led our work in developing the ideas and publication of our groundbreaking ontology of leadership as direction, alignment, and commitment, opening the door to leadership as a collective activity and well beyond the tired belief of the individual as the center of gravity in leadership. We're indebted to Patricia O'Connor for lighting the way in group action-learning development work and for her tireless application of extending this creative methodology with clients. We also acknowledge our group director during the tough times, Richard Hughes, currently U.S. Air Force Academy transformation chair, for his profound commitment to both doing the work and providing unflinching leadership support during the challenging times in our work. We owe special thanks to Ellen Van Velsor for her steadying hand and reliable intellect in keeping this work on a track of common sense and relevance.

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