



ROBIN J. ELY |

WARREN ALPERT PROFESSOR OF BUSINESS ADMINISTRATION

To Whom It May Concern:

I am writing to describe how Learning as Leadership (LaL) has influenced my work as both a scholar and teacher of leadership and organizational behavior at the Harvard Business School. I became acquainted with LaL in 1999 when I attended my first Personal Mastery seminar. Since that time, I have completed two 4-Mastery programs, attended several additional seminars, and worked with the LaL staff to produce a three-day seminar (funded by the Russell Sage Foundation) for scholars who conduct research on intergroup relations (my area of specialization) in the fields of social psychology and organizational behavior.

In my view, LaL provides the very best independent leadership development programs that I know of. They have developed a sophisticated analytical lens through which to assess one's strengths and weaknesses as a leader, and, perhaps more importantly, they have crafted tools that enable participants to apply that lens in their daily work. Participants develop a realistic sense of the personal, professional, and organizational challenges they face, and the tools help them take the actions necessary to meet those challenges. The LaL staff are among the very best facilitators and coaches I have ever encountered. The result is a powerful learning experience equal to none, and both participants and their organizations are the beneficiaries.

I have spent the last 8 years integrating LaL concepts and tools into my own research and teaching. Together with two colleagues who also participated in the 4-Mastery program, I wrote a recently published article in the *Harvard Business Review* on how leaders can more effectively address the challenges of managing culturally diverse teams (see "Rethinking political correctness," *Harvard Business Review*, September, 2006). The article draws heavily on LaL concepts. My research on off-shore oil platforms is also grounded in ideas developed through my work with LaL (see the September, 2007, issue of *Harvard Magazine*, which featured this research, as well as an interview in *HBS Working Knowledge*, an on-line journal, September 13, 2003). I have also developed leadership course material based on LaL tools, which my colleagues at Harvard Business School, Stanford Business School, and Darden School of Business (at University of Virginia) have used in courses with MBAs as well as executives (see, for example, *Leading Culturally Diverse Teams: Module Note*, Harvard Business School Case #N9-406-097; and *Managing a Public Image, Teaching Note #5-406-099*). This material, in which I credit LaL, is available through HBS Press, and I know that countless other faculty at business schools around the world have drawn on it in their own undergraduate, MBA, and executive teaching.

If you would like to discuss LaL's leadership programs or would like further details on how they have influenced my research and teaching, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Robin Ely". The signature is written in a dark ink and is positioned above the typed name.

Robin Ely
Warren Alpert Professor of Business Administration