



October Issue Highlights

- **In Memory: Dr. Tom Lambert** by Alan Guinn, Dean of Graduate Studies, Rushmore University
 - **Become a Breakthrough Leader: Profile, Dr. Terry Lee** by Dr. Don Mitchell
 - **Grants/ Educational Opportunities** as furnished by The World Bank and VDIC
 - **Some Quietude in Your Life: This Month's Posting** from www.zenhabits.net
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In Memory: Dr. Tom Lambert

By: Alan Guinn, Dean of Graduate Studies

One of the sad parts of holding my position is that I must tell the Rushmore Family of the loss of a valued member. Over the last ten years I've been with Rushmore, I've been honored to know and work with some world-class Faculty members...men and women who were true leaders and visionaries; leaders who put the interests of their students in the forefront of their lives. So it was with Tom Lambert.

If you did not know Tom, please let me share some personal thoughts. Tom passed away on the 7th of September, and a Memorial service was held on the 21st of this past month at West Hertfordshire Crematory in the UK. I was unable to attend his memorial, but Tom would have been the first to understand that.

Quick witted, and with an amazing sense of humor, Tom was always ready with a quick comeback to any challenge or question. During our last conversation, Tom shared with me that he had lost his vision and that the cancer which afflicted him for the last two and a half years had invaded his spine, making walking impossible—but his message to me was to tell his students that he was going to “beat this thing” and “would be back.” Unfortunately, he was unable to do so.

During the last two months of his life, the pain became more and more difficult to manage successfully. He passed away, however, with the dignity with which he lived. In his death, we pray that he found the peace he so desperately sought because of his pain. Tom's indomitable spirit has flown, but his reputation---as a “Consultant's Consultant”---will live on, in both his writings, and the memories of his students.

I'm pleased to have known him. He did excellent work with Rushmore. We will miss his dry humor—or, as he would correct me, **humour**; we will miss his challenge to learn, to prosper, and to grow both personally and professionally. Rushmore has lost a star Faculty Member, and we have lost a Friend.

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Become a Breakthrough Leader

By Dr. Don Mitchell

In this article published by Dr. Don Mitchell, we profile Dr. Terry Lee, Rushmore PhD, and discuss the impact of both IQ and EQ.

Why do people decide to earn an MBA degree? If you look at one applicant's list of reasons compared to another's list, the common element is likely to be a desire for faster career progress. Most MBAs want to make it to the top, to become the leader of an organization.

When you walk into an organization, it's usually not too hard to spot the MBA graduates. They are continually looking for the toughest assignments, are willing to do whatever it takes to succeed, and use the most academic business jargon.

How do other people in an organization see the MBAs? It's not unusual for everyone else to see MBAs as arrogant, self-absorbed, inclined to seek too much glory, and over paid. When a tough assignment comes along, people may avoid volunteering when an MBA is the leader . . . fearing that they will become cannon fodder for the MBA's ego and ambitions.

As a result, many MBAs do better at climbing the management ladder than they do helping their organizations outperform the competition. Is it any wonder that many venture capitalists favor investing in a humble scientist or engineer who leads a new business rather than an MBA?

Despite these perceptions of MBAs being focused on "what's in it for me?" many MBAs want to help their organizations gain industry leadership and then set higher standards from there. Many other MBAs want to head their own start-up organizations and be funded by venture capitalist MBAs. Some other MBAs want to enjoy close connections with their colleagues, whether they are MBAs or not.

How can MBAs outgrow the self-limiting perspectives that originally led them to want to earn their degrees? I believe the solution lies in choosing to become a breakthrough leader, someone whose organization continually outperforms its own justifiably high opinions of what's possible.

This shift in focus helps the MBA and the organization because such a leader must look out more for the interests of others than for self interest. Demanding times require organizations to accomplish more to succeed and thrive than was previously the case, and leadership has to improve for that to happen.

To explore this idea of making MBA leaders more effective, I asked Dr. Terry Lee (a Ph.D. graduate of Rushmore University whose dissertation on breakthrough leadership was recently published) to assist me. He kindly shared his research with me.

Dr. Lee found that many leaders emphasize the IQ (Intelligence Quotient) side of a business, emphasizing strategy and execution – what to do, in other words.

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Typically, the business challenge was more on the EQ (Emotional Quotient) side, emphasizing culture and values – how to do what needs to be done. In this EQ dimension, MBAs were likely to exhibit weaknesses through being seen as focused on their own careers rather than on being inspirational leaders for the organization. Most employees want to work for an inspirational leader, but most find that they do not.

Through his research, Dr. Lee developed this definition of a breakthrough leader: “Someone who inspires people to fulfill their potential by removing the impediments to that development.”

What does it take to perform as a breakthrough leader? For those who don't think of themselves as being very inspirational, there's good news: You don't need the charisma of a world-class personality. Dr. Lee's research shows that these twelve performance factors describe what breakthrough leaders do:

1. They set useful expectations (establish and communicate an appropriate vision of what the organization must accomplish).
2. They define priorities (set a winning strategy).
3. They build teams (encourage a culture of high-performing cooperation).
4. They motivate people (inspire people to develop their potential and perform).
5. They set a positive personal example (model the appropriate behavior).
6. They operate according to the organization's values (act with integrity).
7. They provide feedback (coach others to perform better).
8. They challenge the status quo (encourage change where it's needed).
9. They build trust (assist, encourage, facilitate, and collaborate without hidden or personal agendas).
10. They confront people issues (focus on achieving performance).
11. They persist during adversity (increase organizational resilience).
12. They develop talent (encourage and help people learn).

You may have noticed while reading this list that you don't need an MBA degree to be a breakthrough leader. At the same time, having an MBA degree doesn't disqualify you from developing this important competence.

Okay, now you know what's required to be a breakthrough leader. How can

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you learn to employ those twelve performance factors? I offer these suggestions (which are not intended to be mutually exclusive) for your consideration:

1. Have a long talk with yourself about what kind of leader you want to be.
2. Find a breakthrough leader and ask for her or his help.
3. Study breakthrough leadership while earning an MBA degree.
4. Tell those you report to, those who report to you, and your peers that you want to become a breakthrough leader, explain what you need to do, and ask for their help through formal and informal feedback.
5. Hire a coach who is expert in helping people learn to improve their breakthrough-leadership techniques.
6. Perform studies of breakthrough-leadership effectiveness based on your performance and learn from your history.
7. Study and apply advanced breakthrough-leadership methods, such as developing and teaching 2,000 percent solutions.

The only question left is when you will get started: How about now? Those you lead will be grateful.

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Grants and Educational Opportunities

2009 Photoshare Photo Contest and HIFA2015 Photography Award

The Photoshare Annual International Photo Contest is a major competition run by Knowledge for Health (K4Health) at Johns Hopkins Bloomberg School of Public Health Center for Communication Programs (CCP). This year, we are delighted to announce that the Contest will include a special HIFA2015 Photography Award for the best photo in the category of Healthcare Providers.

Do you have photos of programs in action and the people you serve? Pictures illustrating the realities of urban and rural life in developing countries? Snapshots from your personal travels, volunteer service, or work experience? You may have an award-winning photo and a chance to win cash and/or a SLR digital camera!

Entries accepted August 20th - November 16th, 2009.

For further details, please see
<http://www.photoshare.org/contest/2009/2009photosharecontest.php>

International Foundation for Science (IFS) Research Grant

Project proposals are welcome at the IFS Secretariat throughout the year. For administrative purposes, we have two application deadlines, 30 June and 31 December. However, we urge you not to wait until the deadline – please submit your application at

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least one month before. Applying earlier in the six-month cycle allows us to contact you for more information if needed.

To allow time for our comprehensive evaluation process, notification of the granting decision for applications that arrive at the Secretariat between January and June is made during January-February of the following year; notification of the granting decision for applications that arrive at the Secretariat between July and December is made during July-August of the following year.

A researcher may only submit one application at a time for consideration by IFS. The IFS Application Form Applications for IFS Research grants must be submitted using the standard IFS Application Form in English or French.

You can download the electronic version from http://www.ifs.se/Forms/list_of_all_forms.asp.

Postgraduate Courses for Professionals with Relevance to Developing Countries - Scholarships in Germany

http://www.daad.de/imperia/md/content/entwicklung/hochschulen/ast/postgraduate_courses__2010_-_2011.pdf

Newton International Fellowships

Are you at the beginning of your research career - with the potential to be world-class? Is your research in the natural or social sciences, engineering or humanities? Do you want to build and maintain links with leading researchers in the UK? Then apply now for a Newton International Fellowship.

The next round of applications will open in December 2009.

<http://www.newtonfellowships.org/index.html>

UNU-ONY Junior Professional Fellow

The United Nations University Office at the United Nations, New York (UNU-ONY) recruits Junior Professional Fellows (JPFs) for two sessions each year running from August to January, and February to July. The internship title, "Junior Professional Fellows" reflects the high level of responsibility and opportunity given to those accepted into this program.

Please note that UNU-ONY Junior Professional Fellows positions require full-time commitments due to the high level of responsibilities given to our interns. These are unpaid positions. On the job training and support is provided throughout the internship.

Deadlines for applications are as follows:

- February 1st to July 31st Session: November 30th
- August 1st to January 31st Session: May 31st

For more details about the activities pertaining to each of the focus areas, please click here. UNU-ONY liaises with the UN Secretariat, the Permanent Missions, academia and foundations in five areas of activities

- Dissemination/communication
- Political and diplomatic linking
- Academic interplay
- Research and Policy
- Institutional Development

<http://www.ony.unu.edu/internships>

The World Forestry Institute (WFI) International Fellowship Program

The World Forestry Institute (WFI) Fellowship program brings professionals in natural resources to conduct a practical research project at the World Forestry Center. In addition to projects, fellows participate in weekly field trips, interviews and site visits to Northwest

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The Rushmore Worldwide News is published monthly to disseminate information of general interest to Rushmore University Students, Faculty, Alumni and Friends.

Articles are accepted for publication from students, Faculty, and Friends of the University.

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forestry organizations, research labs, universities, public and private timberlands, trade associations, mills and corporations. The Fellowship is a unique opportunity to learn about sustainable forestry from the Pacific Northwest forestry sector and to work with colleagues from around the world.

Fellowships are open to all countries. Applications are accepted throughout the year.

<http://wfi.worldforestry.org/fellowship-1.htm>

New Media Fund

Seeking to nurture ideas that hold promise for wider adoption by independent media in developing democracies. The New Media Fund of the Media Development Loan Fund (MDLF) will provide financing for projects that further independent journalism and/or open debate about current affairs which incorporate: innovative editorial models for participative and citizen journalism; sustainable business models for open-content journalism; or sustainable business models for journalism that do not primarily or exclusively rely on advertising sales or pay-for-use.

Deadline: Rolling deadline

<http://www.mdlf.org/en/mdlf/apply/>

Open Society Fellowship

Supporting idea entrepreneurs from around the world through a fellowship that focuses on 4 areas: 'National Security and the Open Society'; 'Citizenship, Membership and Marginalisation'; 'Strategies and Tools for Advocacy and Citizen Engagement'; and 'Understanding Authoritarianism'. The Open Society Fellowship seeks professionals, including journalists, activists, scholars, and practitioners, to work on projects that inspire meaningful public debate, shape public policy, and generate intellectual ferment within Open Society Institute (OSI). Fellows' projects may include books, articles, outreach for documentary films, online media, and efforts to seed new campaigns and organisations. Fellowships are awarded for one year, but in some cases OSI considers requests for shorter or longer durations. Preference is given to applications for full-time fellowships, but OSI also considers applicants who can only work part-time on their projects.

Deadline: Rolling deadline

http://www.soros.org/initiatives/fellowship/focus_areas/guidelines