

## **CELA BIOGRAPHIES**

### **Leadership Role Model Speakers:**

#### **MARTTI AHTISAARI**

Martti Ahtisaari, former President of the Republic of Finland, was elected to the EWI Board as Co-Chairman in the fall of 1999, and his term as Director and as Co-Chairman commenced March 1, 2000, upon completion of his term as President. Elected to the Presidency in 1994, Mr. Ahtisaari was the tenth President of Finland and the first to be elected by direct popular vote. Under the leadership of President Ahtisaari Finland became the member of the European Union in 1995 and held the Presidency of the EU in the latter half of 1999. In 1999, President Ahtisaari was the central figure in the diplomatic process that resulted in the peaceful settlement of the Kosovo crisis. Before becoming President, he enjoyed a successful career as a diplomat both in his own country and within the UN. Over the years, he served as Finland's Ambassador to Tanzania (1973-1977), Undersecretary of State in the Foreign Ministry (1984-1986), and Secretary of State (1991-1994), the highest-ranking civil service position in the Foreign Service. In 1977, Mr. Ahtisaari became the UN Commissioner for Namibia, and in 1978 the Special Representative of the Secretary General for Namibia. The process led to the UNTAG operation led by Mr. Ahtisaari (1990-1991), and finally the independence of Namibia in 1991. From 1987 on, Mr. Ahtisaari served as Under-Secretary General for Administration and Management of the UN. In 1992-1993 he was Chairman of the Bosnia-Herzegovina Working Group of the International Conference on the former Yugoslavia. In 1993, he served as Special Adviser to the International Conference on Former Yugoslavia and as the UN Secretary General's Special Representative for former Yugoslavia. Mr Ahtisaari graduated from the University of Oulu, Finland in 1959 and has received several honorary doctorates.

#### **ISMAIL CEM**

Ismail Cem, Foreign Minister of the Republic of Turkey, was born in Istanbul in 1940 to a family with deep roots in Salonika, now in Greece, where modern Turkey's founder Kemal Ataturk was born. Mr. Cem's family fled to Istanbul in 1907. His passion for learning led him to study French and English and to earn degrees from Robert University, the Lausanne Faculty of Law and the Paris Institute of Political Studies. At the age of 23 he became an active journalist, both as editor and columnist, becoming in 1974 the youngest Director of the Turkish Radio and TV Corporation. He entered parliament in

1987, serving as a member of the Parliamentary Assembly of the Council of Europe (1987-1996). His appointment as Minister of Foreign Affairs took effect on June 30, 1997. Taking after his father, who was a pioneer filmmaker, Minister Cem is a serious amateur photographer. He and his wife Elcin have a daughter.

## **MUSTAFA V. KOC**

President and CEO of Koc Holding A.S., the largest corporate entity in Turkey and one of the biggest in Europe. Previously he served as the President of the Construction and Mining Group of Koc Holdin A.S.. Mr. Koc is a member of the Istanbul Chamber of Commerce, the Turkish Industrialists and Businessmen's Association (TUSIAD), the Foreign Economic Relations Board (DEIK), and the Young Presidents Association (YPO). He has been a Chairman of the Turkish-American Business Council. Mr. Koc received his degree in Business Administration from George Washington University.

### **Core Faculty Members:**

## **ALLAN R. COHEN**

A.B., Amherst College; M.B.A., D.B.A., Harvard University. The Edward A. Madden Distinguished Professor of Global Leadership at Babson College, Dr. Cohen recently completed seven years as Chief Academic Officer, leading major curriculum and organizational changes, and has returned to the faculty to teach leadership, change, and negotiations. He is a noted author, speaker, and consultant.

Dr. Cohen is the co-author of the best seller, *Managing for Excellence*, (recently reissued by Wiley as a Management Classic), and *Influence Without Authority*. His latest book with David Bradford, *Power Up: Transforming Organizations Through Shared Leadership*, was published in March, 1998, and selected as one of the best leadership books of 1998 by the Management General website. Among his many publications is a co-authored textbook, *Effective Behavior in Organizations* (Richard D. Irwin, 7 editions, latest 2001), which has been adopted by more than 300 colleges, and has had a major impact on the teaching of organizational behavior. He also co-authored the award winning *Alternative Work Arrangements: Integrating Individual and Organizational Needs*. Dr. Cohen edited *The Portable MBA in Management* (Wiley, 1993).

Dr. Cohen's consulting clients for a variety of change projects have included General Electric (Work Out), Rohm and Haas, Sulzer Infra, The Hartford, Polaroid, Home Depot, Reebok, Pfizer, IBM, Decision Resources, General Scanning, General Mills, Chubb Life, SmithKline Beecham, and Digital Equipment Corporation.

Formerly the J.R. Carter Professor of Management at the Whittemore School of Business and Economics, University of New Hampshire, Dr. Cohen was director of the Whittemore School's M.B.A. program from 1974-1979, where he was voted outstanding faculty member.

Dr. Cohen helped create the Indian Institute of Management in Ahmedabad. He has also been a visiting professor at the Institute of Social Studies in The Hague, a consultant in London and Austria, and a guest seminar leader at IMEDE (now IMD) in Lausanne, Switzerland. He was a visiting scholar at Harvard Business School and a guest lecturer at Stanford Business School. Recently, he completed a two-year term as chair of the Business Accreditation Committee of the AACSB.

### **MARK C. MALETZ**

Mark C. Maletz is a virtual associate professor of management and a research fellow at Babson College in Wellesley, Massachusetts. He is an internationally recognized thought leader in the areas of leadership development and organizational transformation. His research and consulting activities focus on helping companies improve their leadership capabilities and reshape their cultures with an orientation towards both values and performance. He has been responsible for more than 50 large-scale leadership development and organizational change initiatives in companies across a variety of industries, both in the Americas and in Europe.

Previously, Maletz was a partner at McKinsey & Company and a leader of the firm's organization practice. At McKinsey, he played a leadership role in numerous change-related and M&A engagements, as well as leading a major research initiative on "Managing in the Whitespace" (which resulted in an HBR article in February 2001).

Maletz has pioneered experiential approaches to leadership development and the shaping of organizational culture. He has also developed a unique ability to work across levels of an organization and to bring new "lenses" (i.e. ways of seeing the world and workplace) to the organization.

His graduate work in Cognitive and Computer Science was done at the University of Michigan and the Industrial Technology Institute. He is a board member and advisor to the EastWest Institute and the Boston Arts Academy and sits on the boards of three entrepreneurial technology businesses. He is married and lives in Boston with his wife, Ilana, and their three children

### **NITIN NOHRIA**

Nitin Nohria is Richard P. Chapman Professor of Business Administration and chairs the Organizational Behavior unit at the Harvard Business School. His research interests center on leadership, human performance, and corporate renewal. Co-author of six books,

his most recent, *The Arc of Ambition: Defining the Leadership Journey*, that examines the role of ambition in the making of great achievers. *The Differentiated Network: Organizing Multinational Corporations for Value Creation*, won the 1998 George R. Terry Award, given by the Academy of Management for the best book written by an academy member. *Fast Forward* presents the best ideas on managing business change, and *Beyond the Hype: Rediscovering the Essence of Management* looks beyond the quick-fix panaceas being thrown at managers. In another work called *Building the Information Age Organization*, Professor Nohria examines the role of information technology in transforming organizations. Finally, in *Networks and Organizations: Structure, Form, and Action*, an edited volume of original articles, he explores the emergence of network-like organizations. He is also the author of over 75 journal articles, book chapters, cases, working papers, and notes. Professor Nohria serves on the advisory boards of several firms including Cinergy Corporation, and McKinsey & Co., and lectures to corporate audiences around the globe. He has been interviewed by ABC, CNN, and NPR, and cited in *Business Week*, *Economist*, *Financial Times*, *Fortune*, *New York Times* and *The Wall Street Journal*. In addition to teaching courses in Harvard's MBA, Ph.D., Executive and Corporate Education programs, Professor Nohria is an advisor to doctoral students in the Organizational Behavior program. He also served on the faculty of the London Business School.

Prior to joining the Harvard Business School faculty in July 1988, Professor Nohria received his Ph.D. in Management from the Sloan School of Management, Massachusetts Institute of Technology, and a B. Tech. in Chemical Engineering from the Indian Institute of Technology, Bombay. A resident of Lexington, Massachusetts, Professor Nohria is married to Monica Chandra and has two daughters, Reva and Ambika.