

Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service, Compiled & edited by VCC Library

November 8 2017

Bopp, M., Brown, L. & Robb, J. (n.d.). [Reconciliation within the Academy: Why is Indigenization so Difficult?](#)

The release of The Truth and Reconciliation Commission of Canada's 94 "Calls to Action" in 2015 has proven to be a watershed moment in the history of the relationship between Canada and Canadian Indigenous Peoples. Many institutions at many levels began struggling with the process of reconciliation within the framework of their day-to-day operations and mandates. Post-secondary institutions are on the front lines of this change process in our country. A very high proportion of colleges and universities have some kind of "Indigenization" strategy which they are either developing or struggling to implement. This discussion paper will highlight some of the critical realities and obstacles that make the process of "Indigenization" so very challenging. We will go on to suggest ways of working through these challenges, and of supporting and nurturing the processes of growth and development that need to happen in order to reach the goals of a reconciliation agenda. [EXCERPT FROM ARTICLE]

Vermeulen, F., & Sivanathan, N. (2017). [Stop doubling down on your failing strategy: How to spot \(and escape\) one before it's too late](#). *Harvard Business Review*, 95(6), 110-117.

People have a tendency to stick to an existing course of action, no matter how irrational. In the management literature, this is known as an escalation of commitment, and in nearly every academic case study on the demise of a former industry leader, it played a major role. Escalation of commitment is explained by a number of mutually reinforcing biases, among them: the sunk cost fallacy, loss aversion, the illusion of control, the preference for completion, pluralistic ignorance, and personal identification. The authors describe six practices that can help counteract these biases: (1) Set decision rules. (2) Pay attention to voting rules. (3) Protect dissenters. (4) Expressly consider alternatives. (5) Separate advocacy and decision making. (6) Reinforce the anticipation of regret. Overcommitted executives, they write, are prone to ignore signs of their company's imminent collapse. These practices will encourage managers at all levels to make decisions more objectively. [ABSTRACT FROM AUTHOR]

Corn, M. (2017, October 23). [A Little Decision-Making Forensics](#).

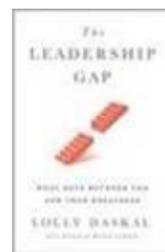
What makes a decision *strategic*? As I am confronted with the usual conveyor belt of issues — both large and small — that cross my desk every day, how can I choose those that warrant deeper attention? We all engage in this sort of triage process, and it's usually as informed by the practical demands of our environment — politics, personnel, deadlines, and resource constraints steer our attention as much as technological or mission-related demands. Unfortunately this also means we miss things. Critical issues get short shrift; minor issues can consume us. So a number of years ago I spent some time looking into the nature of strategic decisions, hoping to find a consistent way to test issues (problems, projects, and questions) and tease out the more strategic items to help frame them in a useful way. [EXCERPT FROM ARTICLE]

Goleman, D., & Boyatzis, R. E. (2017). [Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?](#). *Harvard Business Review Digital Articles*, 2-5.

The article highlights the different models of emotional intelligence and explains how one can to tell where his or her EI needs improvement.

BOOKSHELF SPOTLIGHT

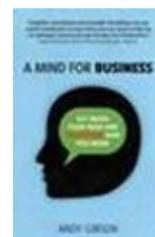
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