

Leadership Alerts

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

September 5 2017

Mortensen, M., & Gardner, H. K. (2017). [The overcommitted organization: Why it's hard to share people across multiple teams—and what to do about it](#). (cover story). *Harvard Business Review*, 95(5), 58-65..

By assigning people to multiple teams at once, organizations can make more-efficient use of time and brainpower and do a better job of solving complex problems and sharing knowledge across groups. But competing priorities and other conflicts can make it hard for teams with overlapping membership to stay on track. Group cohesion often suffers, and people serving on several teams concurrently may experience burnout. Through extensive research and consulting, the authors have identified several ways that both team and organizational leaders can reduce the costs of multitasking and better capitalize on its advantages. [ABSTRACT FROM AUTHOR]

Atkins, P. W., & parker, S. K. (2012). [Understanding individual compassion in organizations: the role of appraisals and psychological flexibility](#). *Academy Of Management Review*, 37(4), 524-546. doi:10.5465/amr.2010.0490

To enhance compassion in organizations, the processes by which compassion can be enhanced in individuals must be understood. We develop an expanded model of the components of compassionate responding that includes noticing, appraising, feeling, and acting. Using this model, we propose that psychological flexibility (mindfulness combined with values-directed action) contributes to enhancing the perceptual, cognitive, affective, and behavioral aspects of compassion. Specifically, mindfulness processes support the capacity to be compassionate while values processes motivate effort to engage in compassionate action. Training in psychological flexibility should be considered as one element of programs designed to increase organizational compassion. [ABSTRACT FROM AUTHOR]

Scott, K. (2017). [Small Talk Is an Overrated Way to Build Relationships with Your Employees](#). *Harvard Business Review Digital Articles*, 1-4.

The relationships that you form with each of your direct reports are central to your ability to fulfill your three core responsibilities as a manager: Create a culture of feedback, build a cohesive team, and achieve results collaboratively. But these relationships do not follow the rules of other relationships in our lives; they require a careful balancing act. You need to care personally, without getting creepily personal or trying to be a "popular leader." You need to challenge people directly and tell them when their work isn't good enough, without being a jerk or creating a vicious cycle of discouragement and failure. That's a hard thing to do. When you can care personally at the same time that you challenge directly, you're on the way to successful leadership. [EXCERPT FROM ARTICLE]

White, P. (2016). [Change AGAIN?](#) (cover story). *TD: Talent Development*, 70(9), 32-36.

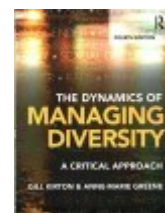
The article focuses on organizational changes, response of employees to the change and offers suggestions for dealing with same. Topics discussed include resistance of employees to organizational change deriving from emotional reactions owing to impact of the changes on their lives, views of author Alvin Toffler regarding biological capacity of humans for change, appreciating the employees as its diminishes the organizational change resistance and importance of individualized communication. [ABSTRACT FROM AUTHOR]

Von Glinow, M. A., Shapiro, D. L., & Brett, J. M. (2004). [Can we talk, and should we? Managing emotional conflict in multicultural teams](#). *The Academy Of Management Review*, 29(4), 578-592. doi:10.2307/20159072

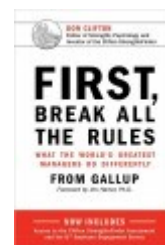
We highlight linguistic-related challenges in multicultural teams that increase the likelihood of emotional conflict, and also highlight the difficulty of 'finding words' in emotional situations because of the nonlinear, fragmented, image-driven qualities of these circumstances. As a result, we question whether team members embroiled in emotional conflict ought to be advised to talk (discuss their feelings with the goal of repairing frayed relationships), whether this meaning of talk is shared by people from culturally different backgrounds, and what conflict management alternatives may exist when talk is not possible or desirable. [ABSTRACT FROM AUTHOR]

BOOKSHELF SPOTLIGHT

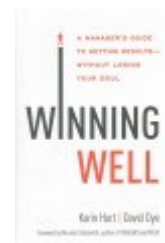
[The dynamics of managing diversity : a critical approach](#)



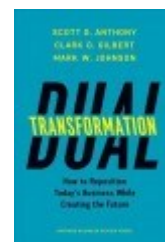
[First, break all the rules : what the world's greatest managers do differently](#)



[Winning well : a manager's guide to getting results--without losing your soul](#)



[Dual transformation : how to reposition today's business while creating the future](#)



[Rewire : a radical approach to tackling diversity and difference](#)

