



Leadership Alerts

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

October 3 2016

Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy Of Management Journal*, 59(3), 1088-1111. doi:10.5465/amj.2013.0660.

Using data from 607 subjects organized into 161 teams, we examined how leader humility influences team interaction patterns, emergent states, and team performance. We develop and test a theoretical model, positing that, when leaders behave humbly, followers emulate their humble behaviors, creating a shared interpersonal team process (collective humility). This, in turn, creates a team emergent state focused on progressively striving toward achieving the team's highest potential (collective promotion focus), which ultimately enhances team performance. Our findings collectively support our theoretical model, demonstrating that leader behavior can spread via social contagion to followers, producing an emergent state that ultimately affects team performance. [ABSTRACT FROM AUTHOR]. Licensing restrictions do not allow us to provide you with a direct link to this article. Please search in [Business Source Complete](#)

Coombe, D. (2016, March 29). ["Don't Take It Personally" Is Terrible Work Advice](#). Harvard Business Review.

Stop Saying "Don't Take It Personally" at Work. It's a sentiment we hear at work all the time: "Don't take it personally" or "Hey, it's not personal, it's business." People say it during feedback sessions, reorgs, negotiations, and in plenty of other daily work interactions. But it's an absurd idea. We spend the bulk of our waking hours at work — indeed, the bulk of our lives — and we're not supposed to take an offense personally? We need to drop this phrase from our lexicon. Instead, say something like, "Don't beat yourself up about it" or "Don't think of this as a failure that represents your value and worth as a person." It's not just about nuanced language and psychology; it's about real business results. Engaged employees perform better. And what is engagement if not "taking it personally"? The best leaders take things deeply personally and encourage others to do the same. [EXCERPT FROM ARTICLE]

Conkright, T. A. (2015). Using the four functions of management for sustainable employee engagement. *Performance Improvement*, 54(8), 15-21. doi:10.1002/pfi.21506

This article provides a model for sustaining employee engagement through the application of the four functions of management. Training managers in using the four functions, with an emphasis on control, improves the sustainability of engagement efforts. Following is a brief primer of the four functions of management. The article provides practical steps to apply the functions to sustain employee engagement. [ABSTRACT FROM AUTHOR]. Licensing restrictions do not allow us to provide you with a direct link to this article. Please search in [Business Source Complete](#)

Grenny, J. (2016, July 5). [Almost All Managers Have at Least One Career-Limiting Habit](#). Harvard Business Review.

"Simple Ways to Be More Considerate to Your Colleagues. No one wants to be told they're a selfish colleague at work — and being thought of one could hold you back in your career. But if you are inconsiderate, chances are it's not because you're mean; it may be because you're not paying attention or you've invested too little time in becoming aware of others' goals and opinions. Become more conscious and you'll become more considerate. Start by paying more attention to body language: Maintain eye contact. Watch your coworkers' faces for signals of emotion. And be curious about what others think. Don't be overly focused on proving your point. You'll get to that. Instead, come up with questions of sincere curiosity that will help you understand why others think what they think. When you see things from another person's perspective, you'll often find surprising points of agreement." [EXCERPT FROM ARTICLE]

Cappelli, P., & Tavis, A. (2016). The Performance Management Revolution. Harvard Business Review, 94(10), 58-67.

Hated by bosses and subordinates alike, traditional performance appraisals have been abandoned by more than a third of U.S. companies. The annual review's biggest limitation, the authors argue, is its emphasis on holding employees accountable for what they did last year, at the expense of improving performance now and in the future. Licensing restrictions do not allow us to provide you with a direct link to this article. Please search in [Business Source Complete](#)

BOOKSHELF SPOTLIGHT

Employee engagement



People data : how to use and apply human capital metrics in your company



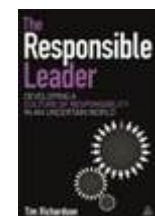
How performance management is killing performance and what to do about it : rethink, redesign, reboot



Learn or die : using science to build a leading-edge learning organization



The responsible leader : developing a culture of responsibility in an uncertain world



Video: Good Boss, Bad Boss How to Master the Art of Leadership by Robert Sutton

