Leadership Alerts

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

September 1 2016

Cuddy, A. C., Kohut, M., & Neffinger, J. (2013). Connect, Then Lead. Harvard Business Review, 91(7/8), 54-61.

In puzzling over whether it's better to be feared or loved as a leader, Machiavelli famously said that, because it's nigh impossible to do both, leaders should opt for fear. Research from Harvard Business School's Amy Cuddy and consultants Matthew Kohut and John Neffinger refutes that theory, arguing that leaders would do much better to begin with "love"-that is, to establish trust through warmth and understanding. Most leaders today approach their jobs by emphasizing competence, strength, and credentials. But without first building a foundation of trust, they run the risk of eliciting fear, resentment, or envy. Beginning with warmth allows trust to develop, facilitating both the exchange and the acceptance of ideas-people really hear your message and become open to it. Cultivating warmth and trust also boosts the quantity and quality of novel ideas that are produced. The best way to gain influence is to combine warmth and strength- as difficult as Machiavelli says that may be to do. In this article, the authors look at research from behavioral economics, social psychology, and other disciplines and offer practical tactics for leaders hoping to project a healthy amount of both qualities. [ABSTRACT FROM AUTHOR]

FYFE-MILLS, K. (2016). Transparency on the Menu. TD: Talent Development, 70 (3), 22-24.

The article reports on the need to increase transparency in an organization's culture to promote employee engagement. The opinions of several executives, including Bill Aulet, Joel Peterson and David Mason, regarding the importance of organizational transparency are presented. Topics discussed include the benefits of implementing an employee engagement strategy, such as driving business growth and increasing revenue, and the impact of the lack of transparency on employees. [ABSTRACT FROM AUTHOR]

Burrell, L. (2016). We Just Can't Handle Diversity. (cover story). Harvard Business Review, 94(7/8), 70-74.

Decades' worth of studies show that a diverse workforce measurably improves decision making, problem solving, creativity, innovation, and flexibility. But most of us also believe that hiring, development, and compensation decisions should come down to merit. Although the two ideas don't seem contradictory, they're tough to reconcile in practice. Cognitive roadblocks keep getting in the way. The author looks at recent books and research studies on the subject, including Success and Luck: Good Fortune and the Myth of Meritocracy, by Robert H. Frank, and Pedigree: How Elite Students Get Elite Jobs, by Lauren A. Rivera. Frank points out, for example, that hindsight bias causes us to believe that random events are predictable and to manufacture explanations for the inevitability of our achievements. And winner-take-all markets intensify the consequences of our cognitive shortcuts. Rivera studied hiring committees at professional services firms that believed they were ensuring rigor and counteracting bias through group discussions of job candidates from the school-recruitment pipeline. But those conversations actually dampened diversity by giving negative racial, ethnic, and gender stereotypes greater sway over decisions. [ABSTRACT FROM AUTHOR]

Drake, M. P. (2016). Mindful Messaging. Business Officer, 49(10), 1-6.

The article presents the speech by Stephen Young, delivered during the National Association of College and University Business Officers (NACUBO) 2016 conference in the U.S., where he discusses about ways of engaging and motivating workers to boost their high potential and to improve their performance. [ABSTRACT FROM AUTHOR]

Reardon, K. K. (2016, May 11). 7 Things to Say When a Conversation Turns Negative. Harvard Business Review.

"Every person is at least 75% responsible for how others treat them. Our verbal and nonverbal actions limit or expand the options of others. We're all creatures of habit, and communication patterns help us avoid having to think about everything we utter. But when we slip into patterns solely because we've failed to develop other response choices, we become predictable. Versatility separates effective communicators from those who are pushed and pulled through conversations — and life." [EXCERPT FROM ARTICLE]
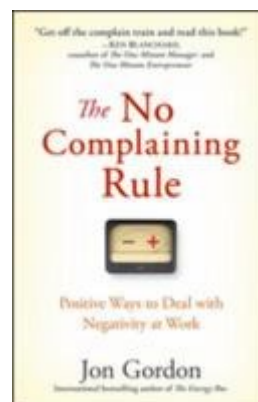
BOOKSHELF SPOTLIGHT

How people tick [electronic resource] : a guide to over 50 types of difficult people and how to handle them
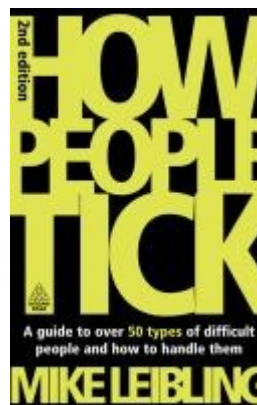
The 3rd alternative : solving life's most difficult problems
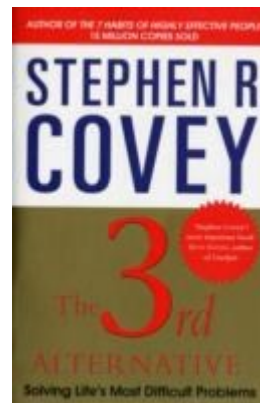
The no complaining rule [electronic resource] : positive ways to deal with negativity at work

Video: Leadership : what's trust got to do with it?