

## Leadership Alerts

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

March 1 2017

Grant, A. (2013). In the Company of Givers and Takers. *Harvard Business Review*, 91(4), 90-97. Please search [Business Source Complete](#) for this article.

Employees make decisions every day about whether to contribute to others--and their willingness to help is crucial to group and organizational effectiveness. But in a competitive, often zero-sum, world of work, generosity can be a dangerous path. How can leaders foster it without cutting into productivity, undermining fairness, and allowing employees to become doormats? The key, explains Wharton's Adam Grant, is to help givers reach a more nuanced understanding of what generosity is and is not. They'll be better positioned for sustainable giving when they can distinguish generosity from three attributes that often travel with it: timidity, availability, and empathy. Givers can overcome timidity, Grant says, by learning to act as agents--using "relational accounts" to advocate for others while negotiating for themselves. They can set boundaries on when, how, and whom to help. And they can strive to be perspective takers, not just empathizers, gathering knowledge about others that can lead to more productive allocations of time that will benefit the organization as a whole. [ABSTRACT FROM AUTHOR]

Schaffer, R. H. (2013). To De-Humdrumify work make the job a game!. *Leader To Leader*, 2013 (70), 58-63. doi:10.1002/ll.20102. Please search [Business Source Complete](#) for this article.

In order to best engage today's workforce, Schaffer says that leaders must cultivate lively, game-like, action-oriented workplaces that encourage rapid and significant results. A leader should consider why their employees find fulfillment in many leisure and volunteering activities but often find workplaces dull and stifling. He suggests carving short-term goals out of longer ones, goals that can be reached rapidly and successfully. 'Once you get started making everyone's job a game,' he writes, 'sustaining and expanding the process becomes the game that you and every level of management must play.' [ABSTRACT FROM AUTHOR]

Weeks, H. (2001). Taking the stress out of stressful conversations. *Harvard Business Review*, 79 (7), 112-119. Please search [Business Source Complete](#) for this article.

Stressful conversations are unavoidable in life, in business, they can run the gamut from firing a subordinate to, curiously enough, receiving praise. But whatever the context, stressful conversations carry a heavy emotional load. Indeed, stressful conversations cause such anxiety that most people simply avoid them. Yet it can be extremely costly to dodge issues, appease difficult people, and smooth over antagonisms; avoidance usually only worsens a problem or a relationship. Using vivid examples of the three basic stressful conversations that people bump up against most often in the workplace, the author explains how managers can improve those interactions unilaterally. To begin with, they should approach the situations with greater self-awareness. Awareness building is not about endless self-analysis; much of it simply involves making tacit knowledge about oneself more explicit. It is important for those who are vulnerable to hostility, for example, to know how they react to it. Do they clam up or do they retaliate? Knowing how you react in a stressful situation will teach you a lot about your trouble areas and can help you master stressful situations. The author also recommends rehearsing difficult conversations in advance to fine tune your phrasing and tone. And the best way to keep from being thrown off balance by difficult conversations that crop up unexpectedly is to develop a few hip-pocket phrases that you can pull out on the spot. We all know from past experience what kinds of conversations and people we handle badly. The trick is to have prepared conversational tactics to address those situations. [ABSTRACT FROM AUTHOR]

Driscoll, M. (2013). [The rulebook to engagement](#). *Human Capital*, 17(1), 26-28.

The article focuses on the strategies that organizations should consider when establishing employee engagement practices in the workplace. It states that workforce engagement can be obtained by communicating and sharing real time ideas, practicing empathy, and creating new opportunities for employees. It mentions that organization leaders must avoid implementing unneeded restrictions, prevent employee discrimination, and ensure that everyone will be rewarded and recognized fair. [ABSTRACT FROM DATABASE]

Weiss, W. (2011). [Building morale, motivating, and empowering employees](#). *Supervision*, 72(9), 23-26.

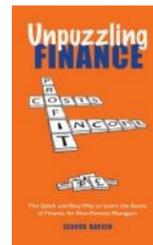
The author discusses how managers can build morale, motivate and empower employees to improve productivity. He says that a good manager can uplift the morale of his people through open and effective communication, his ability to address concerns and make follow-ups and being a good example to them. To motivate people, the author suggests that a manager should show support whatever will be the outcome of his people's action. He believes that empowerment is more than delegating tasks.

Gregersen, H. (2017). [Bursting the CEO bubble](#). *Harvard Business Review*, 76-83.

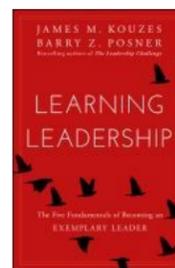
Although CEOs are charged with recognizing when their firms need a major change in direction, their power and privilege often insulate them from information that would help them perceive looming opportunities or threats. No one in the company wants to tell the CEO of problems, much less that he or she is mistaken. In interviews with 200 executives, Gregersen came across hardly any who didn't recognize this challenge. But he also saw that a few innovative leaders, like Walt Bettinger of Charles Schwab and Marc Benioff of Salesforce, have found a way to overcome it. Such executives take pains to get honest feedback from a broad range of constituents. They also venture off the beaten path, regularly putting themselves into situations where they are unusually uncomfortable, unexpectedly wrong, and uncharacteristically quiet. This helps them ask the right questions, discover new insights, and detect early weak signals of impending market shifts. [ABSTRACT FROM AUTHOR]

## BOOKSHELF SPOTLIGHT

Unpuzzling Finance: The Quick and Easy Way to Learn the Basics of Finance for Non-Finance Managers



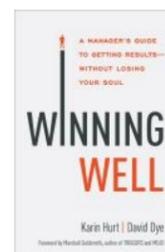
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Finance for non-financial managers in a week



Winning well : a manager's guide to getting results--without losing your soul



The power of presence : unlock your potential to influence and engage others

