

## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service  
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December 1, 2014

Kosiarek, R. (2014). **Learning from Creative Research**. *Leadership Excellence*, 31(7), 52-53.

The article discusses the role of creativity in businesses and leaders. Topics include the effect of creative potential in employees on economic growth, the effect of creativity on employee engagement, the role of leaders in engaging and encouraging creativity, and the tendency for creative people to be open to different ideas.  
[ABSTRACT FROM AUTHOR]

McGrath, R. G., & MacMillan, I. C. (1995). **DISCOVERY-DRIVEN Planning**. *Harvard Business Review*, 73(4), 44-54. Search Business Source Premier for this article

Business lore is full of stories about smart companies incurring huge losses when they enter unknown territory--new alliances, markets, products, technologies. Failures could be prevented or their cost contained if managers approached innovative ventures with the right planning and control tools. Discovery-driven planning is a practical tool that acknowledges the differences between planning for a new venture and for a more conventional business. New ventures are undertaken with a high ration of assumption to knowledge. But assumptions about the unknown are often wrong. Rather than trying to force start-ups into the planning methodologies for existing, well-understood businesses, the authors offer managers a tool that highlights the potentially dangerous implicit assumptions. Discovery-driven planning converts assumptions into knowledge as a strategic

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■ Top Management

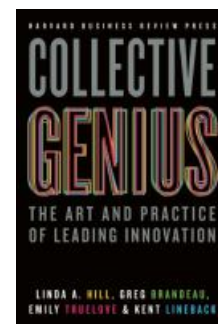
Journals

■ EDUCAUSE Review

Online Nov/Dec 2014

### BOOKSHELF SPOTLIGHT

**Collective genius : the art and practice of leading innovation**



**Riding the creative rollercoaster : how leaders evoke creativity, productivity and**

venture unfolds. Using Kao Corporation's entry into floppy disks, the authors present a step-by-step approach to help companies think differently about planning. Managers should begin with the bottom line and work their way up to the income statement, first determining a new venture's profit potential. When a significant strategic undertaking is fraught with uncertainty, discover-driven planning is an especially powerful tool. It forces managers to articulate what they don't know and provides a discipline to them address--before making major resource commitments--the make-or-break unknowns common to new ventures. [ABSTRACT FROM AUTHOR]

Sargut, G., & McGrath, R. G. (2011). **Learning To Live with Complexity**. *Harvard Business Review*, 89(9), 68-76.

The article discusses managing complexity. As environments become more complex, the potential for unintended consequences arising from even small decisions increases. Complexity also makes it more difficult for managers to find a vantage point from which all relevant parts of an organization or business can be seen. Several strategies for addressing these challenges are presented including the use of better forecasting tools, improved risk mitigation, and implementation of effective trade-offs in the decision-making process. [ABSTRACT FROM AUTHOR]

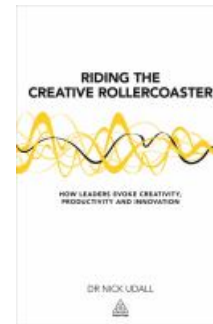
Martin, R. L., & Riel, J. (2010). **Innovation's Accidental Enemies**. *Businessweek*, (4164), 72.

The article discusses how innovation can be stifled when persons in charge demand to see proof that a new idea will work before implementing it. Proofs are grounded in existing information, of which little or none will exist for truly creative initiatives. The author describes the use of abductive logic in innovation, and offers Research in Motion Inc. as an example of a firm that uses this approach.. [ABSTRACT FROM AUTHOR]

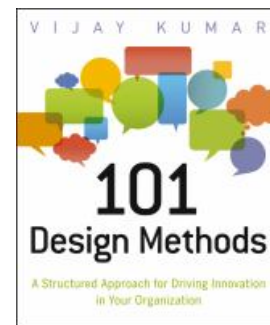
#### **EDUCAUSE Review Online Nov/Dec 2014**

*EDUCAUSE Review® Online is the association's digital flagship publication for the higher education IT community. EDUCAUSE Review®, the association's award-winning print magazine (22,000 distributed copies), takes a broad look at current developments and trends in information technology, how they may affect the college/university as an institution, and what these mean for higher education and society.*

#### **innovation**



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