



## Leadership Alerts

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

February 5, 2014

Komisar, R. (2013, October 31). **Be a Minimally Invasive Manager**. In *HBR Blog Network*. Retrieved from <http://blogs.hbr.org/2013/10/be-a-minimally-invasive-manager/>

One of the hardest things for entrepreneurs to learn is that most of the time, the best thing they can do is get out of the way of the people actually doing the work. That's the core tenant of what I call "Minimally Invasive Management." [EXCERPT FROM ARTICLE]

Heen, S., & Stone, D. (2014). **Find the Coaching in Criticism**. *Harvard Business Review*, 92(1/2), 108-111.

Feedback is crucial-but almost everyone, from new hires to C-suite executives, struggles with receiving it. The authors, who have spent 20 years working with managers on difficult

### IN THIS ISSUE:

- Top Management Journals
- HORIZON Report

### BOOKSHELF SPOTLIGHT

**Just Listen : Discover the Secret to Getting Through to Absolutely Anyone**

conversations, outline six steps that can help you turn feedback into an important, and unthreatening, tool. Know your tendencies. Look for patterns in how you respond. (Do you defend yourself? Do you lash out?) Once you understand your standard operating procedure, you can make better choices about where to go from there. Separate the "what" from the "who." Your feelings about the messenger might be shortcircuiting your ability to learn from the message. Sort toward coaching. Work to hear feedback as well-meant advice, not as an indictment. Unpack the feedback. Resist snap judgments; explore where suggestions are coming from and where they're going. Request and direct feedback. [ABSTRACT FROM AUTHOR]

Goulston, M., & Ullmen, J. (2013). **How to Exercise More Influence**. *Chief Learning Officer*, 12(2), 58.

The article focuses on methods of effectively influencing others to inspire commitment. It talks about former chief executive officer David Bradford of computer hardware and software systems company Fusion-io and how he ended up recruiting Steve Wozniak, co-founder of computer company Apple, to the company's advisory board. It mentions the need to develop bonds when interacting with others and to find ways of extending positive influence and developing an integrity-based reputation. [ABSTRACT FROM PUBLISHER]

Amabile, T., & Kramer, S. (2012). **How leaders kill meaning at work**. *Mckinsey Quarterly*, (1), 124-131.

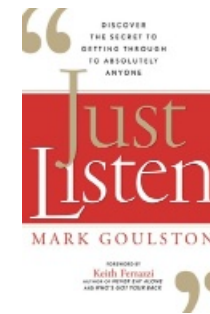
The article discusses four ways in which senior executives impair the creativity and productivity of their employees by undermining their engagement with work. At one unnamed firm management claimed to champion autonomy and entrepreneurship among work teams, but in reality was mostly concerned about reducing costs. Other pitfalls including embracing then abandoning strategic goals, failing to coordinate the actions and goals of different departments, and articulating grandiose strategic visions that are disconnected from a company's day to day activities. [ABSTRACT FROM PUBLISHER]

Lencioni, P. (2013). **The Advantage**. *Leadership Excellence*, 30(4), 16-17.

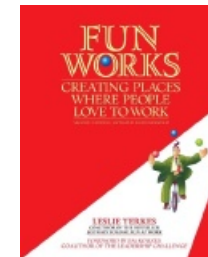
The author argues that organizational health can be improved through the creation of aligned executive leadership teams and the repeated communication of clarity. Topics include the role of sacrifice, selflessness, humility, and emotional processing in leadership. [ABSTRACT FROM PUBLISHER]

The **NMC Horizon Report - 2014 Higher Education Edition**

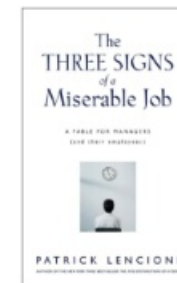
This eleventh edition describes annual findings from the NMC Horizon Project, an ongoing research project designed to identify and describe emerging technologies likely to have an



**Fun Works : Creating Places Where People Love to Work**



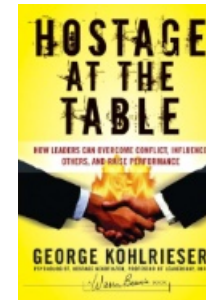
**The Three Signs of a Miserable Job : A Fable for Managers (and Their Employees)**



**Hostage at the Table : How Leaders Can Overcome Conflict,**

impact on learning, teaching, and creative inquiry in education

**Influence Others,  
and Raise  
Performance**



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