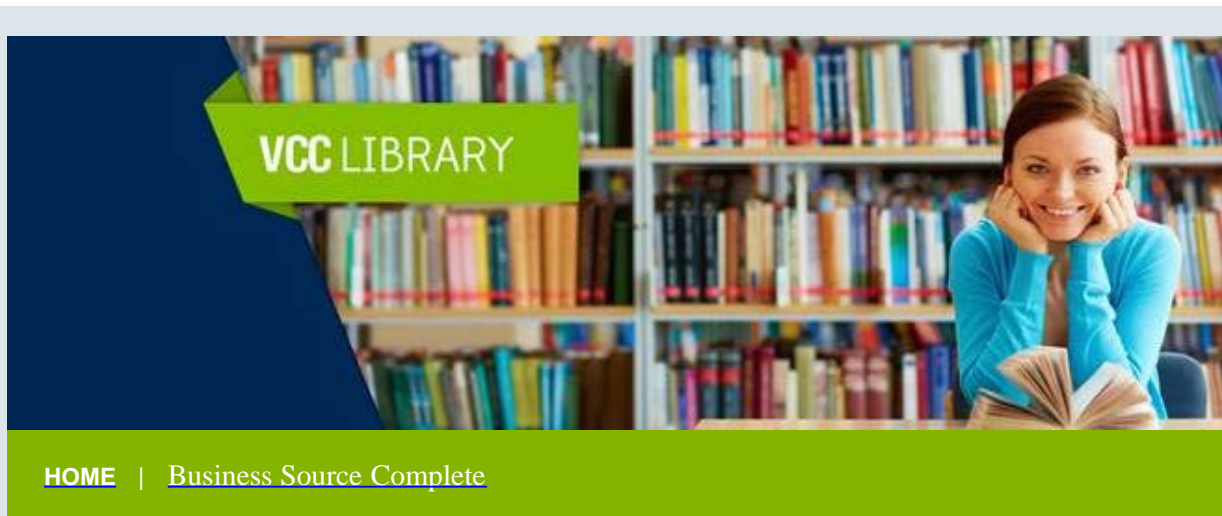


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## Leadership Alerts

*Articles & Links on Educational Leadership, Tech and Customer Service, Compiled & edited by VCC Library  
January 4 2016*

Carol A. Walker. (2015, September 15). [New Managers Need a Philosophy About How They'll Lead](#). hbr.org

"Being promoted to manager is a good sign you've been successful to date — however, the road from this point forward gets trickier to navigate. Your job is no longer just about getting the work done. You're more likely now to find yourself juggling conflicting demands, delivering difficult messages, and addressing performance problems. While there is no guidebook of straightforward answers to your new challenges, having a clear philosophy can provide a firm foundation from which to operate." [ EXCERPT FROM ARTICLE]

BONO, J. E., GLOMB, T. M., SHEN, W., KIM, E., & KOCH, A. J. (2013). [Building positive resources: Effects of positive events and positive reflection on work stress and health](#). *Academy Of Management Journal*, 56(6), 1601-1627. doi:10.5465/amj.2011.0272

This three-week longitudinal field study with an experimental intervention examines the association between daily events and employee stress

### IN THIS ISSUE:

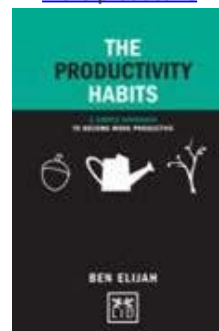
■ [Top Management Journals](#)



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### BOOKSHELF SPOTLIGHT

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and health, with a specific focus on positive events. Results suggest that both naturally occurring positive work events and a positive reflection intervention are associated with reduced stress and improved health, though effects vary across momentary, lagged, daily, and day-to-evening spillover analyses. Findings are consistent with theory-based predictions: positive events, negative events, and family-to-work conflict independently contribute to perceived stress, blood pressure, physical symptoms, mental health, and work detachment, suggesting that organizations should focus not only on reducing negative events, but also on increasing positive events. These findings show that a brief, end-of-workday positive reflection led to decreased stress and improved health in the evening. [ABSTRACT FROM AUTHOR]

**Witt, C. (2009).** [motivating and inspiring your people in difficult times](#). *Supervision*, 70(9), 11-12.

The author offers tips on how a leader can motivate and inspire his people during difficult times. To motivate them, the author suggests that one should be specific about the goal and the end date. He advises that a leader should work alongside with his people while appealing to positive emotions like pride and a sense of achievement. The author also suggests that a leader should expect the best from himself so that his reputation will inspire the people. He also notes that a leader should learn to trust that his employees will do the right thing. [ABSTRACT FROM AUTHOR]

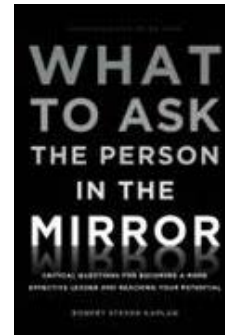
**Kettleborough, J. (2014).** [Time to change the way we change](#). *Training Journal*, 60-63.

The author reports that many experts agree that 70 percent of organizational change initiatives fail and offers his opinion on the misconceptions that make initiatives fail. Topics include the inability of leaders to properly motivate employees; the psychological reaction that people do not like to be told what is good for them; the necessity of positive and negative stimuli; and the problem of executives being part of the problem and hindering change. [ABSTRACT FROM AUTHOR]

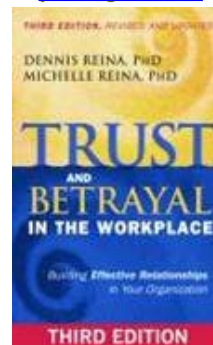
**Soll, J. B., Milkman, K. L., & Payne, J. W. (2015).** *Outsmart Your Own Biases*. *Harvard Business Review*, 93(5), 64-71.

The article focuses on motivating employees and improving a team's performance. A discussion of how to prevent team dysfunction by building trust among team members and understanding individual members' strengths and weaknesses is presented. Topics include self-awareness, conversational styles, and the group perspective.

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