



## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service  
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## The New Year's Resolutions Issue

Kaplan, R. E., & Kaiser, R. B. (2009). **Stop Overdoing Your Strengths.** *Harvard Business Review*, 87(2), 100-103.

Although most managers can recognize an off-kilter leader (consider the highly supportive boss who cuts people too much slack), it's quite difficult to see overkill in yourself. Unfortunately, that's where leadership development tools such as 360-degree surveys fail to deliver, say Kaplan and Kaiser. Dividing qualities into "strengths" and "weaknesses" and rating them on a five-point scale will not account for strengths overplayed. The authors suggest several strategies, based on their years of consulting experience and research, for figuring out which attributes you've employed to excess and adjusting your behavior accordingly. Once you know which attributes you're overdoing, you can recalibrate. [ABSTRACT FROM AUTHOR]

Zenger, J. H., Folkman, J. R., & Edinger, S. K. (2011). **Making Yourself Indispensable.** *Harvard Business Review*, 89(10), 84-92.

Peter Drucker and other leadership thinkers have long argued that leaders should focus on strengthening their strengths. How should they do that? Improving on a weakness is pretty easy and straight forward: You can make measurable progress by honing and practicing basic techniques. But developing a strength is a different matter, because simply doing more of what you're good at will yield only incremental improvements. The authors, all from the leadership development consultancy Zenger Folkman, present a step-by-step process by which

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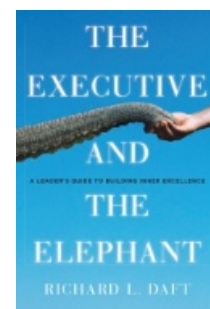
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### BOOKSHELF SPOTLIGHT

**The Executive and the Elephant : A Leader's Guide for Building Inner Excellence**



**Leadership Lessons From West Point**

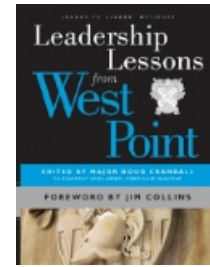
developing leaders can identify their strengths (through either a formal or an informal 360-degree evaluation), select appropriate complementary skills (the article identifies up to a dozen for each core strength), and develop those skills to dramatically improve their strengths-making themselves uniquely valuable to their companies. [ABSTRACT FROM AUTHOR]

Walter, F., Cole, M. S., & Humphrey, R. H. (2011). **Emotional Intelligence: Sine Qua Non of Leadership or Folderol?**. *Academy Of Management Perspectives*, 25(1), 45-59.  
doi:10.5465/AMP.2011.59198449

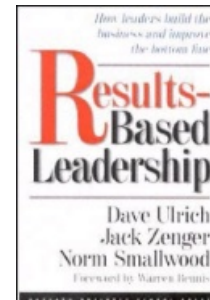
Emotional intelligence (EI) is a divisive topic for many individuals interested in the subject of leadership. Whereas practitioner-oriented publications have claimed that EI is the sine qua non of leadership, academics continue to discuss EI's relevance for understanding leadership emergence, behavior, and effectiveness. Here we critically review recent empirical evidence to constructively frame what has become a contentious debate about the relevance of EI. We also identify unresolved issues and highlight future research directions that may promote our understanding of EI's role for leadership. We close with a practical discussion of possible applications of EI in leadership education, training, and development. [ABSTRACT FROM PUBLISHER]

Campbell, A., Whitehead, J., & Finkelstein, S. (2009). **Why Good Leaders Make Bad Decisions**. *Harvard Business Review*, 87(2), 60-66.

Decision making lies at the heart of our personal and professional lives. Yet the daunting reality is that enormously important decisions made by intelligent, responsible people with the best information and intentions are nevertheless hopelessly flawed at times. In part, that's due to the way our brains work. Modern neuroscience teaches us that two hardwired processes in the brain -- pattern recognition and emotional tagging -- are critical to decision making. Both are normally reliable; indeed, they provide us with an evolutionary advantage. But in certain circumstances, either one can trip us up and skew our judgment. In this article, Campbell and Whitehead, directors at the Ashridge Strategic Management Centre, together with Finkelstein, of Dartmouth's Tuck School, describe the conditions that promote errors of judgment and explore how organizations can build safeguards against them into the decision-making process. [ABSTRACT FROM AUTHOR]]



### Results-based Leadership



### Credibility : How Leaders Gain and Lose It, Why People Demand It

