

Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service

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Top Management Journals

Miles, S. A., & Watkins, M. D. (2007). **THE LEADERSHIP TEAM**. *Harvard Business Review*, 85(4), 90-98.

The article discusses corporate leadership teams, and the importance of complementary skills among top executives. The example of Goldman Sachs is presented, which set a precedent of complementary leaders in 1976 with John Weinberg and John Whitehead. Four types of complementary leadership are discussed, including "task complementarity," "expertise complementarity," "cognitive complementarity," and "role complementarity." An example given of a "good cop-bad cop" team is Roberto Goizueta, chief executive officer at Coca-Cola, and Douglas Ivester, the firm's chief operating officer. The example of Bill Gates, chairman of Microsoft, and Steve Ballmer, chief executive officer, is cited. [ABSTRACT FROM AUTHOR]

Watkins, M. D. (2012). **How Managers Become Leaders**. *Harvard Business Review*, 90(6), 64-72.

Few managerial transitions are more difficult than making the move from leading a function to leading an entire enterprise for the first time. The scope and complexity of the job increase dramatically, in ways that can leave executives feeling overwhelmed and uncertain. It truly is different at the top. But how, exactly? Career transition expert Michael Watkins set out to explore that question in an extensive series of interviews with leadership mentors, HR professionals, and newly minted unit heads. What he found was that at this turning point, executives must navigate a tricky set of changes in their leadership focus and skills. Watkins calls these the seven seismic

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shifts. New enterprise leaders must move from being a specialist to a generalist; from analyzing data to integrating knowledge from multiple sources; and from implementing tactics to developing strategies. They also need to transform themselves from bricklayers into organizational architects; from problem solvers into agenda setters; and from warriors intent on beating the competition into diplomats who engage with a full range of stakeholders. Finally, leaders must move out from the wings and get used to living on center stage in the full spotlight. To make the transition, managers have to acquire new capabilities quickly. And though what got them to the top may no longer be enough, there are steps that they and their organizations can take to prepare them to succeed. [ABSTRACT FROM AUTHOR]

Teitelbaum, M. (2011). **Revision of Space Utilization in the Ontario Colleges to Support Learner Centered Pedagogy, Technology and Users.** *College Quarterly*. Retrieved from <http://www.collegequarterly.ca/2011-vol14-num01-winter/teitelbaum.html>

This report will explore classrooms and adjacent corridors which, when combined, form one of the central areas within the college campus. Additionally, this report will question why these areas do not reflect learning centered principles and flexibility in their physical design. [EXCERPT FROM ARTICLE]

EDUCAUSE

Bauer, P. (2012). **Mobile: It's Time to Get Serious.** *EDUCAUSE Review*. Retrieved from <http://www.educause.edu/ero/article/mobile-it%E2%80%99s-time-get-serious>

Mobile has a serious place in education. It can help institutions be more efficient, campus services more accessible, and students more engaged. Together, this fosters student success and is easily delivered through a powerful, cost-effective, and quick-to-deploy tool

Oblinger, D.G. (2012). **IT as a Game Changer.** *EDUCAUSE Review*. Retrieved from <http://www.educause.edu/ero/article/it-game-changer>

No matter how much higher education has already achieved, we have greater expectations—for our students, our institutions, and our society. Information technology can be a game changer that helps us achieve even more.



BOOKSHELF SPOTLIGHT

Harvard business review
on building better teams



The radical leap
re-energized

