



## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service

Compiled & edited by VCC Library  
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## From Top Management Journals

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Fuda, P., & Badham, R. (2011). [Fire, Snowball, Mask, Movie: How Leaders Spark and Sustain Change](#). *Harvard Business Review*, 89(11), 145-148.

What does it take for an average manager to become a highly effective leader? There are countless books, models, and formulas for success. But the truth is that leadership transformation is deeply dependent on circumstances. The key for those who seek it is to absorb the insights that can be drawn from the successful experiences of others. During their in-depth study of seven CEOs, Fuda and Badham uncovered seven interdependent metaphors, which they went on to test with more than 10,000 managers on four continents. The authors discuss four of those metaphors—fire, snowball, mask, and movie—here, in the context of individual managers' experiences. [ABSTRACT FROM AUTHOR]

Dew, J. (2010). [Global, Mobile, Virtual, and Social: The College Campus of Tomorrow](#). *Futurist*, 44(2), 46-50.

The article discusses the trends that are shaping the future of higher education. The globalization of education embraces English as the world language of convenience and leads students to study outside their home country and respect different cultural settings. There is a demand for more standardization in structure and content of higher education from corporations and nongovernmental organizations to address the increasingly global economy. There has been continuous changes in technology to transform teaching.

Vlachoutsicos, C. A. (2011). [How to Cultivate Engaged Employees](#). *Harvard Business Review*, 89(9), 123-126.

Everybody knows that an empowered team enhances everyone's performance, including the manager's. Vlachoutsicos, of the Athens University of Economics and Business, argues that the vital, particular ingredient in buoying employees is fostering a sense of mutual dependence, or "mutuality," every time you interact with subordinates. He offers six lessons in achieving mutuality: 1. Be modest. Specifically, avoid talking about your track record and instead focus on your people's present needs. 2. Listen seriously—and show it. Don't assume that folks recognize how attentive you are. Make sure the

outward signs reflect it. 3. Invite disagreement. But deliver the invitation artfully so that people really do pipe up. 4. Focus the agenda. Don't let discussion run amok in the name of openness. Streamline it so that the progress is palpable to all participants. 5. Don't try to have all the answers. See yourself more as a catalyst for problem solving than as a problem solver per se. 6. Don't insist that a decision must be made. Give the decision-making process time to breathe, even if that sometimes means delaying a conclusion. The author richly illustrates each of these lessons with a compelling story from his lifelong experience. [ABSTRACT FROM AUTHOR]

**Thomas, B. (2011). [Reflections on Leadership](#). *Baylor Business Review*, 29(2), 36-39.**

The article shares the author's thoughts on leadership. Bill Thomas, a member of the Hankamer School of Business faculty as accounting professor, holds a number of teaching awards such as Outstanding Faculty Member, Outstanding Faculty Award for the Executive MBA Program, and Master Teacher. He attributes good leadership in academia to values, vision, engagement, communication, caring and stewardship which he discusses thoroughly in the article.

## From EDUCAUSE

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### [Research and Data Services for Higher Education Information Technology: Past, Present, and Future](#)

By Susan Grajek

Higher education IT data needs to go beyond descriptive analysis to new ways of using data and research to align IT strategy with institutional strategy, plan new services and initiatives, manage existing services, and operate the IT organization on a daily basis. Susan Grajek ([sgrajek@edUCAUSE.edu](mailto:sgrajek@edUCAUSE.edu)) is Vice President of Data, Research, and Analytics at EDUCAUSE.

### [Pedagogy and Space: Empirical Research on New Learning Environments](#)

By J. D. Walker, D. Christopher Brooks, and Paul Baepler

In the new technology-enhanced learning spaces at the University of Minnesota, students outperformed final grade expectations relative to their ACT scores, when instructors adapted their pedagogical approach to the new space by intentionally incorporating more active, student-centered teaching techniques, student learning improved. Students and faculty had positive perceptions of the new learning environments but also had to adjust to the unusual classrooms.

## From Academica.ca

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### [UBC rejects Grade 12 marks for BC applicants during teacher strike:](#)

Due to the BC teacher's strike and contract dispute, teachers have not been issuing normal report cards, but have been giving marks to Grade 12 students directly so they can [apply to PSE institutions](#). Without official report cards, UBC plans to wait until May when it can confirm grades for BC students with the education ministry. University officials say the marks are essentially self-reported by students on their applications, which could lead to irregularities on the 12,000 applications UBC expects this year. Students relying on grades from their final year of high school would still be considered on the Grade 12 spring marks once UBC receives those from the ministry in early May. UBC's senate will decide today whether to accept official grades from Grade 11 in applications this year. The BC Teachers' Federation's president says teachers have followed through on a commitment to issue students grades for university applications, and UBC should be accepting them. [CBC](#)

### [Boréal to give first-year students iPads:](#)

Starting this fall, all first-year students enrolled in a full-time PSE program at Collège Boreal will receive an iPad, part of the Ontario-based college's efforts to maintain state-of-the-art technology infrastructure. "We firmly believe that by providing (students) with this new tool, our institution will contribute to enriching their learning experience," says Boreal president Denis Hubert-Dutrisac. "This is another way for Collège Boreal to prepare its students for the job market." Boreal is a new member of the iTunes U network, and is working with a pair of CÉGEPs on a project that would allow the

sharing of expertise regarding the iPad's educational applications and foster the development of institutional projects using the tablet. In September 2010, the [Northern Ontario School of Medicine](#) was the first Canadian medical school to give its incoming class iPads. [Boréal News Release](#)

## From TED Talks

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[Using tech to enable dreaming](#) By Shilo Shiv Suleman

Has our technology -- our cell phones and iPods and cameras -- stopped us from dreaming? Young artist Shilo Shiv Suleman says no, as she demos "Khoya," her new storybook for iPad, which floats us through a magical world in 7 minutes of pure creativity. Shilo Shiv Suleman is an illustrator, storyteller and iPad book creator.

\*\*\* Any suggestions for journals or sites to be included in our rundown? Are some links of more interest than others?

\*\*\* Please email **Tim Atkinson** at [tatkinson@vcc.ca](mailto:tatkinson@vcc.ca) with your feedback

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