

## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service  
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November 2, 2015

Goleman, D. (2013). **The Focused Leader**. (cover story). *Harvard Business Review*, 91(12), 50-60.

Attention is the basis of the most essential of leadership skills-- emotional, organizational, and strategic intelligence. And never has it been under greater assault. If leaders are to direct the attention of their employees toward strategy and innovation, they must first learn to focus their own attention, in three broad ways: on themselves, on others, and on the wider world. Every leader needs to cultivate this triad of awareness, in abundance and in the proper balance, because a failure to focus inward leaves one rudderless, a failure to focus on others renders one clueless, and a failure to focus outward may cause one to be blindsided. [ABSTRACT FROM AUTHOR]

Linda A. Hill. (2015, September 24). **3 Things Managers Should Be Doing Every Day**. *hbr.org*.

"When are we supposed to do all that?" That's the question we constantly get from new managers, only weeks or months into their new positions, when we describe the three key activities they should be focusing on to be successful as leaders: building trust, building a team, and building a broader network. [EXCERPT FROM ARTICLE]

Turaga, R. (2013). **Building Trust in Teams: A Leader's Role**. *IUP Journal Of Soft Skills*, 7(2), 13-31.

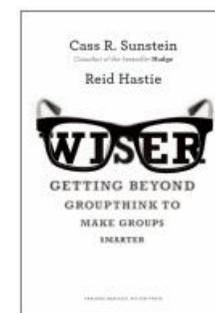
Building trust in teams is one of the key aspects of learning takeaway

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### BOOKSHELF SPOTLIGHT

**Wiser : getting beyond groupthink to make groups smarter**



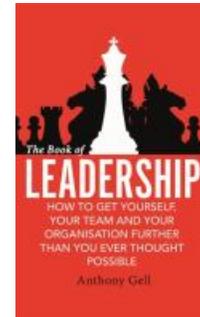
**The book of leadership : how to get**

that every team building workshop delivers, be it indoor or outdoor, or outbound. The attitude and ability to trust one another in a team is considered one of the most critical elements that help team members bond with each other and work together seamlessly towards their common goals. As leaders of teams, every individual constantly looks for this trait in their teams. However, just a few practice activities like trust fall, obstacle path, etc. in a workshop or the knowledge that trust is essential may not be enough for a team to have and work with that trait. Apart from these intermittent activities, leaders also need to consistently do their bit, day in and day out, to ensure that trust gets built and stays in their teams. This paper introduces the concept of trust in individuals and teams, describes the various steps that leaders need to take, and the techniques that they can apply at different stages of their teams to develop and maintain trust within .  
[ABSTRACT FROM AUTHOR]

Garvin, D. A., & Roberto, M. A. (2005). **Change Through Persuasion**. *Harvard Business Review*, 83(2), 104-112.

Faced with the need for a massive change, most managers respond predictably. They revamp the organization's strategy, shift around staff, and root out inefficiencies. They then wait patiently for performance to improve--only to be bitterly disappointed because they've failed to adequately prepare employees for the change. In this article, the authors contend that to make change stick, leaders must conduct an effective persuasion campaign--one that begins weeks or months before the turnaround plan is set in concrete. Like a political campaign, a persuasion campaign is largely one of differentiation from the past. Turnaround leaders must convince people that the organization is truly on its deathbed--or, at the very least, that radical changes are required if the organization is to survive and thrive. (This is a particularly difficult challenge when years of persistent problems have been accompanied by few changes in the status quo.) And they must demonstrate through word and deed that they are the right leaders with the right plan. Using the example of the dramatic turnaround at Boston's Beth Israel Deaconess Medical Center, the authors elucidate the inner workings of a successful change effort.  
[ABSTRACT FROM AUTHOR]

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