



Leadership Alerts

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

October 1, 2013

HBR's Must Reads on Leadership

Heifetz, R., Grashow, A., & Linsky, M. (2009). **Leadership in a (Permanent) Crisis**. *Harvard Business Review*, 87(7/8), 62-69.

The current economic crisis is not just another rough spell. Today's mix of urgency, high stakes, and uncertainty will continue even after the recession ends. Instead of hunkering down and relying on their familiar expertise to deal with the sustained crisis, people in positions of authority -- whether they are CEOs or managers heading up a company initiative -- must practice what the authors call adaptive leadership. They must, of course, tackle the underlying causes of the crisis, but they must also simultaneously make the changes that will allow their organizations to thrive in turbulent environments. Adaptive leadership is an improvisational and experimental art, requiring some new practices. [ABSTRACT FROM AUTHOR]

Collins, J. (2005). **Level 5 Leadership: The Triumph of Humility and Fierce Resolve**. (cover story). *Harvard Business Review*, 83(7/8), 136-146.

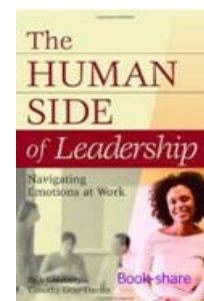
Boards of directors typically believe that transforming a company from good to great requires an extreme personality, an egocentric chief to lead the corporate charge. Think "Chainsaw" AI Dunlap or Lee Iacocca. But that's not the case, says author and leadership expert Jim Collins. The essential ingredient for taking a company to greatness is having a "Level 5" leader, an executive in whom extreme personal humility blends paradoxically with intense professional will. In this article, Collins

IN THIS ISSUE:

■ Top Management
Journals

BOOKSHELF SPOTLIGHT

The Human Side of Leadership : Navigating Emotions at Work



Learning to Lead : A Workbook on Becoming a Leader

identifies the characteristics common to Level 5 leaders: humility, will, ferocious resolve, and the tendency to give credit to others while assigning blame to themselves. Some leaders have the Level 5 seed within; some don't. But Collins suggests using the findings from his research to strive for Level 5—for instance, by getting the right people on board and creating a culture of discipline. [ABSTRACT FROM AUTHOR]

Ancona, D., Malone, T. W., Orlikowski, W. J., & Senge, P. M. (2007). **In Praise of the Incomplete Leader**. *Harvard Business Review*, 85(2), 92-100.

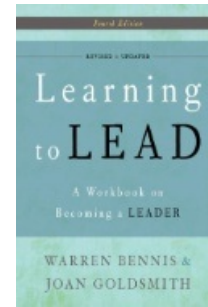
The article discusses the qualities of a leader. The myth of the complete leader is presented, and the more accurate perception of a leader that makes up for their weaknesses by surrounding themselves with people possessing the skills that those leaders are lacking. Four capabilities essential to leadership are presented and defined, such as sense making, relating, visioning and inventing. These four capabilities are analyzed and cases demonstrating the effective implementation of each are presented. [ABSTRACT FROM PUBLISHER]

George, B., Peter, S., McLean, A., & Mayer, D. (2007). **Discovering Your Authentic Leadership**. *Harvard Business Review*, 85(2)

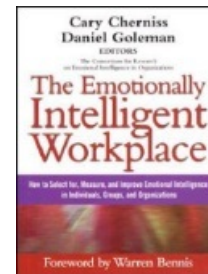
The article discusses leadership traits and characteristics. Distrust in leaders has increased over the last five years due to high profile scandals, and it has become necessary to look for a new type of leader. The article focuses on "authentic" leadership, consisting of people who find their own voice rather than emulating those perceived to be good leaders. The article details research done to discover how leaders developed their leadership abilities and interviews with 125 leaders in profit and nonprofit enterprises. [ABSTRACT FROM AUTHOR]

O'Toole, J., & Bennis, W. (2009). **What's Needed Next: A Culture of Candor**. *Harvard Business Review*, 87(6), 54-61.

If there's one thing that the past decade's business disasters should teach us, it's that we need to stop evaluating corporate leaders simply on the basis of how much wealth they create for investors. A healthier yardstick would be this: the extent to which leaders create firms that are economically, ethically, and socially sustainable. The first step toward accomplishing that task is to create a culture of candor. Companies can't innovate, respond to stakeholder needs, or run efficiently unless the people inside them have access to timely, relevant information, point out professors O'Toole, of the University of Denver's Daniels College of Business, and Bennis, of the University of Southern California. [ABSTRACT FROM AUTHOR]



The Emotionally Intelligent Workplace : How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations



Leadership Team Coaching : Developing Collective Transformational Leadership

