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Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service

**Compiled & edited by VCC Library
Oct. 11 2012**

Top Management Journals

[Molinsky, A. L., Davenport, T. H., Iyer, B., & Davidson, C. \(2012\). 3 SKILLS every 21ST-CENTURY MANAGER NEEDS. *Harvard Business Review*, 90\(1/2\), 139-143.](#)

Over the past decade companies have become more global and employee groups more diverse than ever before. Organizations are less hierarchical and more collaborative. And today's offices are full of once unimaginable technological distractions. We asked experts in cross-cultural communication, information networks, and the science of attention what skills executives should cultivate to tackle these new challenges. Molinsky thinks that managers must overcome psychological barriers in order to act in ways that other cultures find appropriate. Davenport and Iyer explain why the devolution of hierarchy has increased the value of building and wielding influence through digital networks and offer tips for how to do it. And Davidson tells managers to get over their fears about distraction and embrace the brain's natural tendency to divide attention. [ABSTRACT FROM AUTHOR]

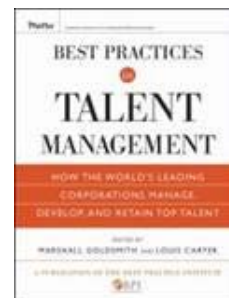
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BOOKSHELF SPOTLIGHT

[Best practices in talent management : how the world's leading corporations manage, develop, and retain top talent](#)



Lead by example : 50 ways great leaders inspire results

[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. If you are strong technically, becoming even more of a technical expert won't make you a dramatically better leader. If, however, you use what the authors call "nonlinear development"- similar to an athlete's cross-training-you can achieve exponential results. Your technical expertise will become more powerful if, for instance, you build on your communication skills, enabling you to explain technical problems both more broadly and more effectively. The authors, all from the leadership development consultancy Zenger Folkman, present a step-by-step process by which 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. INSET: An Informal 360. [ABSTRACT FROM AUTHOR]

[George, B., Sims, P., McLean, A. N., & Mayer, D. \(2007\). Discovering Your Authentic Leadership. *Harvard Business Review*, 85\(2\), 129-138.](#)

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.

[Yates, K., & Vallas, S. \(2012\). THE CHARACTER OF COMMUNICATION. *Communication World*, 29\(3\), 23-26.](#)

The article focuses on the results of Tower Watson's "2011-2012 Change and Communication ROI Study" which reveal leaders' use of communication and change management to develop sustainable performance. It mentions that employees at high performance companies looked for leader's characteristics such as principled, agile, and trustworthy. It also notes the role of communication professionals for leaders to create clarity, deliver confidence, and build community.

[Mayfield, J., & Mayfield, M. \(2012\). The Relationship Between Leader Motivating Language and Self-Efficacy: A Partial Least Squares Model Analysis. *Journal Of Business Communication*, 49\(4\), 357-376. doi:10.1177/0021943612456036](#)

Leadership language and its effects on employee affect and outcomes have experienced significant advances in research



EVENT SPOTLIGHT

EDUCAUSE Webinars

Nov 19, 2012: [Introducing the Learning Space Toolkit](#)

Dec 10, 2012: [Online Learning with Students, Staff, and Faculty with Disabilities: Knowing the Legal Landscape of Web Accessibility](#)



progress and practice in recent years. Communication researchers have explored and developed persuasive/framing models for practice to bridge the gap between leader intent and employee outcomes through verbal communication with the prospect of enhancing employee motivation. This article takes a unique approach to these questions by using a different communication model to clarify the nature and processes of the relationships between motivating language theory and its effects on employee self-efficacy and performance. Consequently, this study examines the role of motivating language theory leader language, with a primarily female group of 151 health care professionals, as an enhancement of employee self-efficacy. The methodology is a partial least squares model that explores the strength and direction of leader motivating language with self-efficacy and performance. Finally, future recommendations are presented to nourish these relationships through research—including greater generalizability, and for practice through training and development design. [ABSTRACT FROM PUBLISHER]



Ted talk

[John Maeda: How art, technology and design inform creative leaders](#)

John Maeda, President of the Rhode Island School of Design, delivers a funny and charming talk that spans a lifetime of work in art, design and technology, concluding with a picture of creative leadership in the future. Watch for demos of Maeda's earliest work -- and even a computer made of people.