Leadership Alerts

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

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Nash, L., & Stevenson, H. (2004). Success That Lasts. *Harvard Business Review*, *82* (2), 102-109

Pursuing success can feel like shooting in a landscape of moving targets: Every time you hit one, five more pop up from another direction. We are under constant pressure to do more, get more, be more. But is that really what success is all about? Laura Nash and Howard Stevenson interviewed and surveyed hundreds of professionals to study the assumptions behind the idea of success. They then built a practical framework for a new way of thinking about success--a way that leads to personal and professional fulfillment instead of feelings of anxiety and stress. The authors' research uncovered four irreducible components of success: happiness (feelings of pleasure or contentment about your life); achievement (accomplishments that compare favorably against similar goals others have strived for); significance (the sense that you've made a positive impact on people you care about); and legacy (a way to establish your values or accomplishments so as to help others find future success). Unless you hit on all four categories with regularity, any one win will fail to satisfy. [ABSTRACT FROM AUTHOR]

Sturt, D. (2015). Driving creativity. *Training Journal*, 22-25

The article discusses ways to promote and improve innovation and creativity within organizations. Topics include the ability to gain new perspective by observing processes, customer-product interactions, and trends, communicating and having conversations with individuals outside one's inner circle to generate ideas, and the ability to add or remove elements of a project to make it most effective and efficient.. [ABSTRACT FROM DATABASE]

Wade-Benzoni, K. (2016). How to Think About Building Your Legacy. *Harvard Business Review Digital Articles*, 2-5

The article offers tips to business leaders on building their legacy as they make their everyday decisions based on research on decision making involving future generations, including considering the impact of their predecessors' actions on the business and the inevitability of death. [ABSTRACT FROM AUTHOR]

Morgan, M., & Abrams, M. (2006). Practical Tools to Measure Organizational Effectiveness. *Chief Learning Officer*, *5*(8), 36-56.

The article presents information on some practical tools which are helpful in measuring organizational effectiveness. According to many industrialists, metrics that allow measurement of the relationship between the accomplishment of accountabilities and the demonstration of competencies must be in place. The learning function will need to take the lead in ensuring that everyone, evaluator and evaluated alike, understands the point of the exercise, grasps its function within the organization and knows how to perform the evaluation completely.

Detert, J. R., & Burris, E. R. (2016). Can Your Employees Really Speak Freely? (cover story). *Harvard Business Review*, *94*(1), 80-87. Please search Business Source Complete for this article.

No matter how approachable you may be as a manager, chances are good that your employees are withholding valuable intelligence from you. Research shows that many people are more likely to keep mum than to raise important questions or suggest new ideas. Companies use a variety of tactics to get people to open up, like "climate" surveys and all-staff feedback sessions. But they usually fall short for two key reasons: a fear of consequences and a sense of futility. In this article, two professors look at how leaders' misguided attempts to promote candid expression fail to address—and sometimes stir up—those feelings. For example, if you ask for anonymous input, you may be signaling that it's not safe to speak openly in your organization. And if you don't act on feedback, employees will quickly come to believe that providing it is pointless. But there are several ways to create a much more vocal culture, say the authors. To make idea sharing less intimidating, tone down the power cues with employees, and gather feedback in regular, casual exchanges. Be transparent about the processes for gathering and following up on ideas. And if you really want to know what people think, go ask them. Research shows that when employees do speak up, organizations see increased performance. So getting all this right pays off—both for workers eager to make contributions and for their firms. [ABSTRACT FROM AUTHOR]
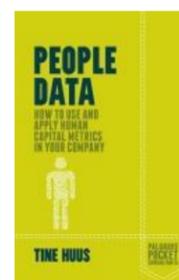
BOOKSHELF SPOTLIGHT

Stop spending, start managing : strategies to transform wasteful habits

Dare to serve : how to drive superior results by serving others

People data : how to use and apply human capital metrics in your company

The innovative lean machine : synchronizing people, branding, and strategy to win in the marketplace