

## Leadership Alerts

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

**August 2 2016**

Behrens, E., & McCullough, H. (2016, June 14). [Can We Talk? Approaching Difficult Conversations with Confidence](#). EDUCAUSE Review.

You might have a co-worker who seems unaware that he/she frequently interrupts you in meetings. Or perhaps there's an employee who isn't living up to your expectations. Or maybe your supervisor hasn't been supporting your professional development goals as much as you expected. These are all stressful interpersonal situations to deal with. More importantly, none of them are likely to improve unless you initiate a difficult conversation. [EXCERPT FROM ARTICLE]

Toegel, G., & Barsoux, J. (2016). [How to Preempt Team Conflict](#). Harvard Business Review, 94(6), 78-83.

Team conflict can add value or destroy it. In their research on team dynamics and experience working with executive teams, Toegel and Barsoux have found that a proactive approach to working through conflict is best. In this article, they introduce a methodology that focuses on how people look, act, speak, think, and feel. Team leaders facilitate five conversations—one focused on each category—before the team gets under way, to build a shared understanding of the process, rather than the content, of work and lay the foundation for effective collaboration. [ABSTRACT FROM AUTHOR]

Frisch, B. & Greene, C. (2016, June 28). [To Hold Someone Accountable, First Define What Accountable Means](#). Harvard Business Review.

Accountability means different things to different people. When you delegate a task or decision, think about which kind of authority — issue owner, tiebreaker, or team coordinator — you are giving people. Being explicit about not just who is accountable but what type of accountability they have goes a long way toward preventing problems down the road. [ABSTRACT FROM AUTHOR]

Molinsky, A. & Gundling, E. (2016, June 28). [How To Build Trust On Your Cross-Cultural Team](#). Harvard Business Review.

One of the most essential characteristics for a high-functioning team — perhaps the single most important characteristic — is trust. Anyone who has worked on a team knows that team members must be able to trust each other to get the job done, and be committed and dedicated to the overall welfare of the group. In any group of individuals, trust is challenging to create and sustain, but in the case of a multicultural team it can be especially difficult for a variety of different reasons. [ABSTRACT FROM AUTHOR]

Video: [Mindset, motivation and leadership](#). (2014). Films on Demand. [51 min]

People are fairly evenly divided between those with either a growth or a fixed mindset about intelligence and talent. And leaders' mindsets, Professor Dweck shows, influence their ability to grow on the job and to develop successful teams. How does this play out in an organization? Leaders who believe intelligence is static place little value in developing staff, and in turn foster a fixed mindset environment. However, leaders with a growth mindset value effort in developing abilities and thus evaluate and praise workers to create optimal motivation and teamwork. Mindsets can be taught, and Professor Dweck shares research in how a fixed mindsets can be identified and changed to growth mindsets. [ABSTRACT FROM AUTHOR]

HBRVideo. (2016, January 13). [What Really Influences Employee Motivation](#). Harvard Business Review.

## BOOKSHELF SPOTLIGHT

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[Stop workplace drama : train your team to have no excuses, no complaints, and no regrets](#)



[Diagnosing and changing organizational culture : based on the competing values framework](#)



[The anatomy of peace : resolving the heart of conflict](#)

