Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service, Compiled & edited by VCC Library
December 2 2015

Kegan, R., & Lahey, L. L. (2001). The Real Reason People Won't Change. *Harvard Business Review*, *79*(10), 84-92. (Search Business Source Premier for this article)

Every manager is familiar with the employee who just won't change. Sometimes it's easy to see why--the employee fears a shift in power or the need to learn new skills. Other times, such resistance is far more puzzling. An employee has the skills and smarts to make a change with ease and is genuinely enthusiastic--yet, inexplicably, does nothing. What's going on? In this article, two organizational psychologists present a surprising conclusion. Resistance to change does not necessarily reflect opposition nor is it merely a result of inertia. Instead, even as they hold a sincere commitment to change, many people are unwittingly applying productive energy toward a hidden competing commitment. The resulting internal conflict stalls the effort in what looks like resistance but is in fact a kind of personal immunity to change. An employee who's dragging his feet on a project, for example, may have an unrecognized competing commitment to avoid the even tougher assignment--one he fears he can't handle--that might follow if he delivers too successfully on the task at hand. Without an understanding of competing commitments, attempts to change employee behavior are virtually futile. The authors outline a process for helping employees uncover their competing commitments, identify and challenge the underlying assumptions driving these commitments, and begin to change their behavior so that,

IN THIS ISSUE:

- **Top Management Journals**

- **EDUCAUSE Review Online December 2015**

BOOKSHELF SPOTLIGHT

Harvard business review on building better teams

The hidden leader : discover and develop greatness within your company

ultimately, they can accomplish their goals.[ABSTRACT FROM PUBLISHER]

Roberto, M. A. (2002). Making difficult decisions in turbulent times. *Ivey Business Journal*, *66*(3), 14.

Offers strategies that managers can apply in making decisions during difficult times. Application of reasoning by analogy; Significance of borrowing ideas from successful firms; Impact of heuristics on the ability of managers to cope with ambiguity in decision-making.

**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 AUTHOR]

Garvin, D. A., & Margolis, J. D. (2015). The Art of Giving and Receiving Advice. *Harvard Business Review*, *93*(1/2), 60-71.

The article looks at giving and receiving advice as an element of organizational leadership and managerial ability. It suggests that the skills related to these actions, such as self-awareness and diplomacy, are not innate talents but can be learned. They list problems that research has shown often occur in the process of seeking or giving advice, including being over-confident about one's own perspective, failing to seek advice from those with different perspectives, and not defining the problem at hand in a clear manner. It offers recommendations for both those seeking and giving advice to make the process as effective as possible.

Davey, L. (2012). Understanding Team Members. *Leadership Excellence Essentials*, 8.

The article focuses on motivating employees and improving a team's performance. A discussion of how to prevent team dysfunction by building trust among team members and understanding individual members' strengths and weaknesses is presented. Topics include self-awareness, conversational styles, and the group perspective.
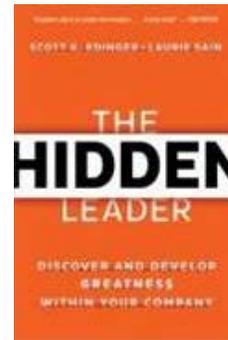
It's my company, too! : how entangled companies move beyond employee engagement for remarkable results
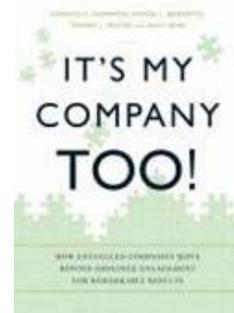
The fearless front line : the key to liberating leaders to improve and grow their business