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Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service

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[Level 5 Leadership: The Triumph of Humility and Fierce Resolve.](#) (2001). *Harvard Business Review*, 79(1), 175.

Boards of directors typically believe that transforming a company from merely good to truly great requires a larger-than-life personality--an egocentric chief to lead the corporate charge. Think "Chainsaw" Al Dunlap or Lee Iacocca. In fact, 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 at the helm--an executive in whom extreme personal humility blends paradoxically with intense professional will. Collins paints a compelling and counterintuitive portrait of the skills and personality traits necessary for effective leadership. He 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. Collins flashes out his Level 5 theory by telling colorful tales about 11 such leaders from recent business history. He contrasts the turnaround successes of outwardly humble, even shy, executives like Gillette's Colman M. Mockler and Kimberly-Clark's Darwin E. Smith with those of larger-than-life business leaders like Dunlap and Iacocca, who courted personal celebrity. The jury is still out on how to cultivate Level 5 leaders and whether it's even possible to do so, Collins admits. 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, getting the right people on board and creating a culture of discipline. "Our own lives and all that we touch will be better for the effort," he concludes. [ABSTRACT FROM PUBLISHER]

[Wilson, J. S. \(2010\). Wanted: Inspirational Leaders.](#) *Businessweek.Com*, 7.

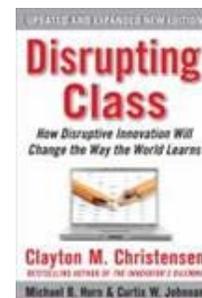
In this article the author discusses the impact of inspirational leadership on an organization's performance. He believes that a leader

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BOOKSHELF SPOTLIGHT

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who knows how to inspire his employees can help improve the organization's performance. Several suggestions on how to obtain an inspirational leadership are presented which include establishing an emotional connection to the workers, encouraging involvement, and using setbacks as key teaching method.

[Mitchell, C. \(2002\). **Selling the Brand Inside.** *Harvard Business Review*, 80\(1\), 99-105.](#)

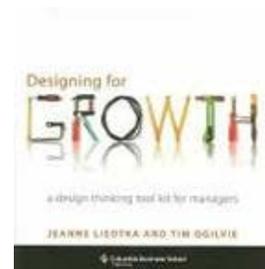
When you think of marketing, chances are your mind goes right to your customers--how can you persuade more people to buy whatever it is you sell? But there's another "market" that's equally important: your employees. Author Colin Mitchell argues that executives by and large ignore this critical internal audience when developing and executing branding campaigns. As a result, employees end up undermining the expectations set by the company's advertising--either because they don't understand what the ads have promised or because they don't believe in the brand and feel disengaged or, worse, hostile toward the company. It is a fact of business, writes Mitchell, that if employees do not care about or understand their company's brands, they will ultimately weaken their organizations. It's up to top executives, he says, to give them a reason to care. [ABSTRACT FROM PUBLISHER]

[Friedman, S. D. \(2008\). **Be a Better Leader, Have a Richer Life.** *Harvard Business Review*, 86\(4\), 112-118.](#)

Work fills most executives' lives to the brim, leaving insufficient time for their families, their communities, and themselves. But Wharton professor Friedman suggests that, rather than view the problem as a set of trade-offs, executives use their leadership talents to benefit all four domains at once. The idea is to design experiments -- small, short-term adjustments to their daily routines - that incorporate and mutually benefit the various aspects of their lives. If an experiment works out, everyone wins -- employer, employee, family, and community; if it doesn't, it simply becomes a low-cost learning opportunity. Over time, the combination of small gains and lessons learned can lead to larger-scale transformation. Friedman suspects that there are far more opportunities for simultaneous benefits than people realize. They are there for the taking. You just have to know how to look for them and then find the support and courage to pursue them. [ABSTRACT FROM AUTHOR]

[Argyris, C. \(2002\). **Teaching Smart People How to Learn.** *Reflections*, 4\(2\), 4-15. doi:10.1162/152417302762251291](#)

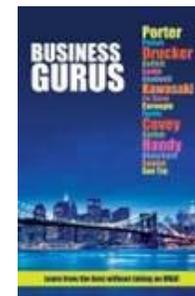
Focuses on the dilemma faced by modern corporations on teaching executives to learn. Reason behind the difficulty faced by companies in addressing the dilemma; Mistakes of companies in trying to become a learning organization; Ways in which professionals avoid learning; Commentaries on the article.



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