

## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service  
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May 1, 2015

Kets de Vries, Manfred. (2015, March 10). **How to Manage Someone Who Can't Handle Ambiguity.** *Harvard Business Review.*

Joan, a senior executive I coached once, had many excellent leadership qualities. She was creative, hardworking, and extremely knowledgeable about her industry. But most people working with or for her also found her impossible to deal with...

Goleman, Daniel. (2014, December 21). **The Secret Antidote to Apathy.** *Linkedin.*

This article takes a look at the leader's role in motivating a team or organization. So many leaders seem hapless about why people aren't motivated. They go about trying to motivate them in the wrong way—which is either to punish them or offer them more external rewards. But a real, long-lasting motivator is internal. They're engaged by the sense of "we"...

Bradberry, Travis. (2015, March 10). **13 Habits of Exceptionally Likable People.** *Entrepreneur.*

Too many people succumb to the mistaken belief that being likable comes from natural, unteachable traits that belong only to a lucky few—the good looking, the fiercely social, and the incredibly talented. It's easy to fall prey to this misconception. In reality, being likable is under your control, and it's a matter of emotional intelligence (EQ)...

### IN THIS ISSUE:

■ Top Management

Journals

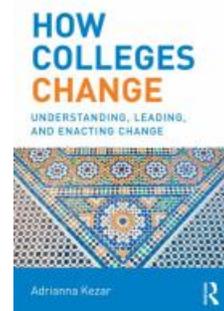
■ EDUCAUSE

Review Online April

2015

### BOOKSHELF SPOTLIGHT

**How colleges change : understanding, leading, and enacting change**



**Raising the Stakes : Gambling with**

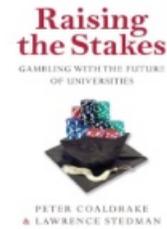
Cuddy, A. C., Kohut, M., & Neffinger, J. (2013). **Connect, Then Lead.** *Harvard Business Review*, 91(7/8), 54-61.

In puzzling over whether it's better to be feared or loved as a leader, Machiavelli famously said that, because it's nigh impossible to do both, leaders should opt for fear. Research from Harvard Business School's Amy Cuddy and consultants Matthew Kohut and John Neffinger refutes that theory, arguing that leaders would do much better to begin with "love"-that is, to establish trust through warmth and understanding. Most leaders today approach their jobs by emphasizing competence, strength, and credentials. But without first building a foundation of trust, they run the risk of eliciting fear, resentment, or envy. Beginning with warmth allows trust to develop, facilitating both the exchange and the acceptance of ideas-people really hear your message and become open to it. Cultivating warmth and trust also boosts the quantity and quality of novel ideas that are produced. The best way to gain influence is to combine warmth and strength- as difficult as Machiavelli says that may be to do. In this article, the authors look at research from behavioral economics, social psychology, and other disciplines and offer practical tactics for leaders hoping to project a healthy amount of both qualities. [ABSTRACT FROM AUTHOR]

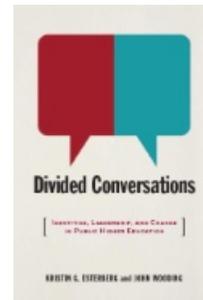
Farhan, Bayan Yousef. (2013, January). **Demand-Driven Higher Education: Entrepreneurial Behaviour and the Role of Transformational Leadership.** *Social Science Research Network*.

Over the last quarter of the 20th century, higher education institutions (HEIs) were affected by social and economic policy changes. These changes encouraged HEIs to adopt entrepreneurial behaviour and act as a business. This paper is a review, critique, and discussion of literature on the new shape of higher education institutions and the need for transformational leadership in entrepreneurial universities. This review shows that academic leaders are needed to build and maintain the competitiveness of their institutions to succeed in the international education market. It also shows that there is a need for transformational leaders who are able to craft and implement the desired plans and have the vision to make HEIs more efficient while maintaining the core values of academia.

## the Future of Universities



## Divided Conversations : Identities, Leadership, and Change in Public Higher Education



## Managing Effective Relationships in Education

