

## Leadership Alerts

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

September 2, 2014

David, S., & Congleton, C. (2013). **Emotional Agility**. *Harvard Business Review*, 91(11), 125-128.

The prevailing wisdom says that negative thoughts and feelings have no place at the office. But that goes against basic biology. All healthy human beings have an inner stream of thoughts and feelings that include criticism, doubt, and fear. David and Congleton have worked with leaders in various industries to build a critical skill they call emotional agility, which enables people to approach their inner experiences in a mindful, values-driven, and productive way rather than buying into or trying to suppress them. The authors offer four practices (adapted from Acceptance and Commitment Therapy, or ACT) designed to help readers do the same: Recognize your patterns. You have to realize that you're stuck before you can initiate change. Label your thoughts and emotions. Labeling allows you to see them as transient sources of data that may or may not prove helpful. Accept them. Respond to your ideas and emotions with an open attitude, paying attention and letting yourself experience them. They may be signaling that something important is at stake. Act on your values. Is your response going to serve your organization in the long term and take you toward being the leader you most want to be? [ABSTRACT FROM AUTHOR]

Zenger, J., & Folkman, J. (2014, July 30). **The Skills Leaders Need at Every Level**. In *HBR Blog Network*. Retrieved from [HBRblogs.com](http://HBRblogs.com).

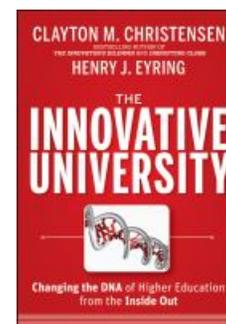
"A few weeks ago, we were asked to analyze a competency model for

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leadership development that a client had created. It was based on the idea that at different points in their development, potential leaders need to focus on excelling at different skills. For example, in their model they proposed that a lower level manager should focus on driving for results while top executives should focus on developing a strategic perspective. Intuitively, this makes sense, based as it is on the assumption that once people develop a skill, they will continue to exercise it. But, interestingly, we don't apply it in athletics; athletes continue to practice and develop the same skills throughout their careers. And as we thought about the excellent senior executives we have met, we observed that they are, in fact, all very focused on delivering results, and many of the best lower level managers are absolutely clear about strategy and vision. This got us to wondering: Are some skills less important for leaders at certain levels of the organization? Or is there a set of skills fundamental to every level?" [EXCERPT FROM ARTICLE]

Berger, W. (2014, July 2). **What is the problem? 5 Common Questions Leaders Should Never Ask.** In *HBR Blog Network*. Retrieved from [HBRblogs.com](http://HBRblogs.com).

"Questioning is undoubtedly a valuable leadership tool. Asking the right questions can help business leaders to anticipate changes, seize opportunities, and move their organizations in new directions. But how you question is critical. Questions can be great for engaging and motivating people, but they can just as easily be used to confront or blame, and can shift the mood from positive to negative." [EXCERPT FROM ARTICLE]

Lencioni, P. (2011). **Vulnerability.** *Leadership Excellence*, 28(7), 16-17.

The article discusses the importance of a leader's acceptance of his vulnerability. It involves being truly honest with one's weaknesses, errors and need for help. Humility and graciousness, even at the levels of leaders, project an inspiring and attractive image that can potentially build loyalty and commitment. According to the author, competence, despite its importance, will have reduce potential in the absence of humility and honesty. Temptations for chief executive officers (CEOs) are also mentioned. [ABSTRACT FROM AUTHOR]

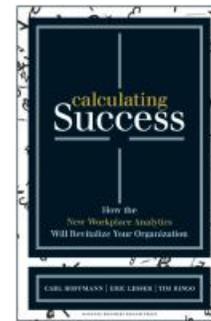
Crum, T. (2009). **Leader Mindset.** *Leadership Excellence*, 26(10), 18.

The article discusses ways on changing oneself from being a pessimist to an optimist. Beyond trying to think positively, one can actually restructure his brain that will cause dramatic changes in the parts of the brain associated with positivity by practicing meditation or other forms of mental training. To create happiness and optimism, three deep breaths are suggested. [ABSTRACT FROM AUTHOR]

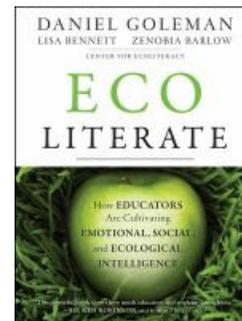
#### **EDUCAUSE Review Online July/August 2014**

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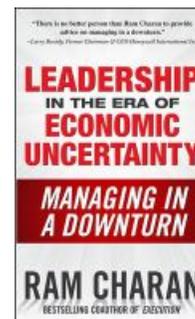
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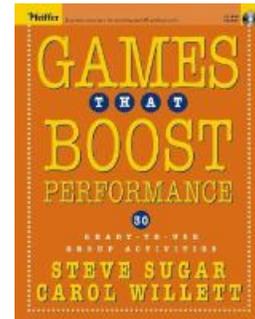
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