
Developing Leadership Character Ivey Business Journal

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ATKINSON BROWN

The Character Gap Penguin
Recent financial crises and other high-profile mismanagement cases have brought a spotlight to the quality of leader character in the business sector. *Leadership in Practice* is the first book to provide an authoritative collection of cases to engage students interested in the importance of the character of business leaders. The authors have compiled a collection of cutting-edge cases and readings, situating them within a theoretical landscape, so students are familiarized with the concepts as they move through the text. The cases cover a wide range of successful businesses—from the NFL to Apple—and include notable controversies, such as those surrounding Enron and Volkswagen. Alongside exclusive interviews and insights into the value of leadership character at individual, team, organizational and societal levels, the book includes learning objectives and discussion

questions to facilitate lively debate and interaction in the classroom. This volume will be a valuable supplement for students and instructors in any leadership class as well as researchers and practitioners interested in exploring case studies that illuminate the nature of leadership in a business setting.

The Character-Based Leader John Wiley & Sons

This book focuses on the element of leadership that has largely been neglected in the literature: character. Often thought to be a subjective construct, the book demonstrates the concrete behaviors associated with different character dimensions in order to illustrate how these behaviors can be developed, and character strengthened. Based on research involving over 300 senior leaders from different industries, sectors and countries, Crossan, Seijts, and Gandz developed a model for leadership character that focuses on eleven dimensions. The book begins by setting the context for the focus on character in business, asking what character is and whether it can be learned, developed, molded or changed.

Next, the book focuses on each dimension of leadership character in turn, exploring its elements and the ways in which it can be applied in a business setting. The book concludes with a summary of the key insights, an exploration of the interactions between the character dimensions, and a call to the reader to reflect on how to develop one's own and others' leadership character. Bridging theory and management practice, *Developing Leadership Character* will interest students and practitioners alike. Readers will benefit not only from a new, robust theoretical framework for leadership character, but will also learn how character can be developed further.

Leading in a Culture of Change John Wiley & Sons

"At the very time the need for effective leadership is reaching critical proportions, Michael Fullan's *Leading in a Culture of Change* provides powerful insights for moving forward. We look forward to sharing it with our grantees." --Tom Vander Ark, executive director, Education, Bill and Melinda Gates Foundation "Fullan articulates clearly the core values and practices of leadership required at all levels of the organization. Using specific examples, he convinces us that the key change principles are equally critical for leadership in business and education organizations." --John Evans, chairman, Torstar Corporation "In *Leading in a Culture of Change*, Michael Fullan deftly combines his expertise in school reform with the latest insights in organizational change and leadership. The result is a compelling and insightful exposition on how leaders in any setting can bring about lasting, positive, systemic change in their organizations." --John Alexander, president, Center for Creative Leadership "Michael Fullan's

work is remarkable. He masterfully captures how leaders can significantly improve their learning and performance, even in the uncontrollable, chaotic circumstances in which they practice. A tour de force." --Anthony Alvarado, chancellor of instruction, San Diego City Schools "Too often schools and businesses are seen as separate and foreign places. Michael Fullan blends the best of knowledge from each into an exemplary template for improving leadership in both." --Terrence E. Deal, coauthor of *Leading with Soul* Business, nonprofit, and public sector leaders are facing new and daunting challenges--rapid-paced developments in technology, sudden shifts in the marketplace, and crisis and contention in the public arena. If they are to survive in this chaotic environment, leaders must develop the skills they need to lead effectively no matter how fast the world around them is changing. *Leading in a Culture of Change* offers new and seasoned leaders' insights into the dynamics of change and presents a unique and imaginative approach for navigating the intricacies of the change process. Michael Fullan--an internationally acclaimed expert in organizational change--shows how leaders in all types of organizations can accomplish their goals and become exceptional leaders. He draws on the most current ideas and theories on the topic of effective leadership, incorporates case examples of large scale transformation, and reveals a remarkable convergence of powerful themes or, as he calls them, the five core competencies. By integrating the five core competencies--attending to a broader moral purpose, keeping on top of the change process, cultivating relationships, sharing knowledge, and

setting a vision and context for creating coherence in organizations--leaders will be empowered to deal with complex change. They will be transformed into exceptional leaders who consistently mobilize their compatriots to do important and difficult work under conditions of constant change.

What Makes a Leader? (Harvard Business Review Classics) Oxford University Press

This book focuses on the element of leadership that has largely been neglected in the literature: character. Often thought to be a subjective construct, the book demonstrates the concrete behaviors associated with different character dimensions in order to illustrate how these behaviors can be developed, and character strengthened. Based on research involving over 300 senior leaders from different industries, sectors and countries, Crossan, Seijts, and Gandz developed a model for leadership character that focuses on eleven dimensions. The book begins by setting the context for the focus on character in business, asking what character is and whether it can be learned, developed, molded or changed. Next, the book focuses on each dimension of leadership character in turn, exploring its elements and the ways in which it can be applied in a business setting. The book concludes with a summary of the key insights, an exploration of the interactions between the character dimensions, and a call to the reader to reflect on how to develop one's own and others' leadership character. Bridging theory and management practice, *Developing Leadership Character* will interest students and practitioners alike. Readers will benefit not only from a new, robust theoretical framework for leadership

character, but will also learn how character can be developed further.

Strengthening Credibility McGraw Hill Professional

Recent financial crises and other high-profile mismanagement cases have brought a spotlight to the quality of a leader's character in the business sector. *Leadership in Practice* is the first book to provide an authoritative collection of cases to engage students interested in the importance of the character of business leaders. The authors have compiled a collection of cutting-edge cases and readings, situating them within the theoretical landscape, so students are familiarized with the concepts as they move through the text. The cases cover a wide range of successful businesses--from the NFL to Apple--and include notable controversies, such as those surrounding Enron and Volkswagen. Alongside exclusive interviews and insights into the value of leadership character at individual, team, organizational and societal levels, the book includes learning objectives and discussion questions to facilitate lively debate and interaction in the classroom. This volume will be a valuable supplement for students and instructors in any leadership class as well as researchers and practitioners interested in exploring case studies that illuminate the nature of leadership in a business setting.

A Practical Guide for New and Established Faculty SAGE

Toxic leaders, both political, like Slobodan Milosevic, and corporate, like Enron's Ken Lay, have always been with us, and many books have been written to explain what makes them tick. Here leadership scholar Jean Lipman-Blumen explains what makes the followers tick, exploring why people will tolerate--and

remain loyal to--leaders who are destructive to their organizations, their employees, or their nations. Why do we knowingly follow, seldom unseat, frequently prefer, and sometimes even create toxic leaders? Lipman-Blumen argues that these leaders appeal to our deepest needs, playing on our anxieties and fears, on our yearnings for security, high self-esteem, and significance, and on our desire for noble enterprises and immortality. She also explores how followers inadvertently keep themselves in line by a set of insidious control myths that they internalize. For example, the belief that the leader must necessarily be in a position to "know more" than the followers often stills their objections. In addition, outside forces--such as economic depressions, political upheavals, or a crisis in a company--can increase our anxiety and our longing for charismatic leaders. Lipman-Blumen shows how followers can learn critical lessons for the future and survive in the meantime. She discusses how to confront, reform, undermine, blow the whistle on, or oust a toxic leader. And she suggests how we can diminish our need for strong leaders, identify "reluctant leaders" among competent followers, and even nurture the leader within ourselves. Toxic leaders charm, manipulate, mistreat, weaken, and ultimately devastate their followers. The Allure of Toxic Leaders tells us how to recognize these leaders before it's too late.

Developing Leadership Character

Harvard Business Press

Provides one-of-a-kind, in-depth guidance for improving effectiveness in the classroom This is the only book for new and midcareer faculty that delivers practical, evidence-based strategies for physician assistants, nurse practitioners,

and other clinical professionals teaching in advanced health provider education programs. The text disseminates interprofessional teaching and learning strategies that can be used across the gamut of advanced clinical disciplines. It also features sample curricula and syllabi, lecture tips, evaluation strategies, and in-depth information about state-of-the-art technology and virtual classrooms. Key pedagogical principles set a firm foundation for both novice and experienced educators, and practical applications and case examples integrated into each chapter offer concrete reinforcement. The text describes how to design and implement a curriculum that promotes cognitive diversity and inclusion, and examines ways to encourage leadership and scholarship. It addresses methods for fostering active learning and clinical reasoning through the use of technology, simulation, distance education, and student-centered pedagogy. Edited by experienced PA and NP faculty who are leaders in interprofessional education, the book distills the insight and expertise of top PA, nursing, and physician educators and provides valuable tools that help faculty become effective educators in the U.S. and abroad. Key Features: Delivers cutting-edge "tools of the trade" for advanced health professions educators Provides evidence-based strategies for interprofessional education Describes key pedagogical principles for both beginner and advanced educators

- Includes strategies to promote cognitive diversity and inclusion in the teaching environment Weaves practical applications and case examples into each chapter Offers strategies for faculty to establish and maintain work-life balance

Lessons from Lifetimes of Leadership

John Wiley and Sons

John T. Chain, Jr., rose from a second lieutenant to four-star general and led our national missile defense program. Mike Harper led ConAgra Foods from \$636 million to \$20 billion in 20 years and increased its stocks value 150 times over. Ask Gary Cohen what these remarkable leaders have in common and his answer will be straightforward: They use questions to generate fresh ideas, inspire committed action, and build an army of forward-thinking leaders. In *Just Ask Leadership*, Cohen steers you away from the all-too-common idea that if you don't assert yourself with strong statements, you will not be respected. On the contrary, statistics prove that 95 percent of employees prefer to be asked questions rather than be told what to do. Involving employees and colleagues in decision making processes builds an environment rich with energy, excitement, and innovative problem solving. *Just Ask Leadership* outlines not only specific questions to ask in certain contexts, but also how to implement question-based leadership as a whole. Learn how to Spend more time on long-term goals—and less on short-term crises Build a culture of accountability Create unity and trust throughout your workforce Steer decision making to the most appropriate parties Develop rapport while instilling respect When you ask questions, you show respect—and you are respected in turn. It is that simple. A combination of Cohen's proven expertise and interviews with nearly 100 highly effective leaders, *Just Ask Leadership* explains how to harness the power of questions to make your organization more competitive, more profitable, and a better place to work. *Theory and Cases in Leadership*

Character Springer Nature

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

Conversations with Leaders Prentice Hall Equip students with the critical leadership skills and solid understanding of today's theory needed to become effective business leaders in today's turbulent times with Daft's THE LEADERSHIP EXPERIENCE, 6E. Acclaimed author Richard Daft helps students explore the latest thinking in leadership theory and contemporary practices at work within organizations throughout the world. Students will examine emerging topics, including enhancement of emotional intelligence, leadership vision and courage, leadership of virtual teams, and open innovation, and will connect those topics to recent world events such as ethical scandals and political turmoil. Packed with memorable examples and unique insights into actual leadership decisions, this full-color text includes crisp, clear visuals to reinforce the book's engaging presentation. This edition's proven applications, specifically designed for today's leadership theory and applications course, and a solid foundation grounded in established scholarly research make the topic of leadership come alive for students. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Building Leadership Character Routledge A Radical New Model for Unleashing Your Company's Potential In most organizations nearly everyone is doing a second job no one is paying them for—namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of a company's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential. What if a company did everything in its

power to create a culture in which everyone—not just select “high potentials”—could overcome their own internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth? Robert Kegan and Lisa Lahey (and their collaborators) have found and studied such companies—Deliberately Developmental Organizations. A DDO is organized around the simple but radical conviction that organizations will best prosper when they are more deeply aligned with people's strongest motive, which is to grow. This means going beyond consigning “people development” to high-potential programs, executive coaching, or once-a-year off-sites. It means fashioning an organizational culture in which support of people's development is woven into the daily fabric of working life and the company's regular operations, daily routines, and conversations. An Everyone Culture dives deep into the worlds of three leading companies that embody this breakthrough approach. It reveals the design principles, concrete practices, and underlying science at the heart of DDOs—from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles. The authors then show readers how to build this developmental culture in their own organizations. This book demonstrates a whole new way of being at work. It suggests that the culture you create is your strategy—and that the key to success is developing everyone.

An Everyone Culture CRC Press This is an indispensable and authoritative guide to the most crucial ideas, concepts and debates surrounding the study and exercise of leadership. Bringing together entries written by a

wide range of international experts, this is an essential desktop resource for managers and leaders in all kinds of institutions and organizations, as well as students of business, sociology and politics. Topics covered in this guide include: authority creativity cross-cultural leadership motivation emotional intelligence group dynamics.

Developing Leadership Character
Routledge

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, Developing Leadership Talent is an essential tool for any leadership program.

Innovative Leadership in Times of Compelling Changes Oxford University Press

Curriculum Leadership: Strategies for Development and Implementation, Third Edition is a one-of-a-kind resource written for educational leaders, teachers, and administrators. Responding to the need for globally connected classrooms and innovative leadership, this unique text provides a rich and inclusive foundation of curriculum. The authors draw upon a wide range of research and experience to provide readers with creative, up-to-date curriculum strategies and ideas. In sharing innovative programs, learning experiences, and new approaches, they

build a solid connection for curriculum development from theory to practice, helping future leaders in education meet the global challenges of our time.

The Leadership Experience Oxford University Press, USA

Every Officer is a Leader: Transforming Leadership in Police, Justice, and Public Safety, authored by leadership expert Terry Anderson and several well known leaders in the law enforcement and criminal justice profession, responds to the need for a comprehensive leadership development model for the education and training of police, justice and public safety supervisors, managers and front line officers. He examines how leadership development has a profound impact on the morale and performance of individual officers, teams, and organizations, illustrating in depth and detail how police and other justice and public safety leaders (in corrections, fire, customs, immigration, security, courts, etc.) can implement the Transforming Leadership process, skills, and principles. The recent focus (during the past 10 years) on community policing initiatives has made competency based leadership skills training essential for front line officers. The author's innovative contribution is a focus on the necessity to build "a leadership organization" before - and to an extent, while - you move ahead into building a "learning organization" that is responsive to community and internal organizational needs. The personal, team, and organization development skills discussed in this book are necessary pre-requisites to successful implementation of any neighborhood or community policing initiatives. Every Officer is a Leader: Transforming Leadership in Police, Justice, and Public Safety provides a model for integrating

other models into a holistic leadership development framework. It furnishes a map for developing critical leadership skills with self-assessment, includes the developmental aspects of leadership expert Terry Anderson's previous book on *Transforming Leadership*, and applies them to law enforcement and criminal justice. Anderson and his contributing authors add clarity, perspective, and examples to show how individual leaders can develop themselves, and one another, into high-performance team leaders and officers who motivate others to respond to issues that affect the morale, health, and safety of the communities in which they serve. This new focus adds a perspective on security issues that affect police, justice and public safety organizations.

Developing Leadership Talent John Wiley & Sons

Extending beyond traditional leadership books to offer readers a path for developing their own character, *Building Leadership Character* uses a storytelling approach and real-world cases to explore different dimensions of leadership character. With a clear, student-friendly writing style, bestselling author Amy Newman deftly captures various approaches in which corporations and people respond to situations in difficult times and learn from mistakes. Using real companies and situations, each chapter examines a leadership character dimension such as accountability, integrity, authenticity, and courage. Readers will learn to develop their own character, emotional intelligence, and leadership skills as they engage with assessments, reflection opportunities, and exercises.

A Leader's Workbook Routledge

BRING THE TECHNIQUES OF THE STAGE TO THE BOARDROOM. For more than a

decade, Belle Linda Halpern and Kathy Lubar have applied the lessons and expertise they have learned as performing artists to the work of their company, The Ariel Group. Halpern and Lubar have helped tens of thousands of executives at major companies around the country and the globe, including General Electric, Mobil Oil, Capital One, and Deloitte. In *Leadership Presence*, they make their time-tested strategies available to everyone, from high-profile CEOs to young professionals seeking promotion. Their practical, proven approach will enable you to develop the skills necessary to inspire confidence, command respect, build credibility, and motivate others. Halpern and Lubar teach you:

- How to handle tough situations with heightened confidence and flexibility
- How to build your relationships to enhance collaboration and business development
- How to express yourself dramatically and motivate others
- How to integrate your personal values into communication to inspire others and become a more effective leader

Learning the skills of the true performance experts, readers will understand why *Leadership Presence* is the key to dynamic and authentic leadership.

The Allure of Toxic Leaders John Wiley & Sons

Developing Leadership

Character Routledge

Cross-Enterprise Leadership Macmillan

This practice-orientated book explores the nature of leadership in higher education during three key stages of the leadership cycle: becoming, being, and leaving leadership. Providing perspectives on leadership from a range of professional sectors, this book presents considered views on contemporary and future leadership

practices in higher education from a global network of contributors. Included within each chapter are prominent questions designed to engage the reader to think about their own leadership experiences to date and leadership development needs. Key points covered include: the complexities of leadership in higher education in a changing world discussion of internally resourced leadership development frameworks and programmes currently used across the sector leading complex education systems perspectives on leadership from a range of professional sectors such as corporate, military, elite sport, and public, that can be used to improve the quality of higher education leadership case studies of academics' leadership practices that provide readers with authentic personal insights into discipline-specific leadership experiences from around the world. Full of practical examples of personal leadership experiences which can be used to help inform readers' leadership aspirations, development, and legacy planning, this is the ideal read for anyone interested in understanding their identity and practice as a leader in higher education.

Leadership in Practice Harvard Business Press

This book doesn't offer overrated success stories which in most cases cannot be imitated. It contains no check

lists or recipes for success and it presents no theoretically-based models. The meta-competencies discussed in this refreshing book are timeless virtues of which effective leaders seem to possess, but which are rarely if ever included in lists of competencies in the vast business leadership literature. They include: Existential intelligence - distinct from the much discussed emotional intelligence, is about the ability to pose questions and reflect on fundamental issues in ways that develop a mature ability to interpret the world and better understand other people. Phronesis - is the ability to exercise sound judgement based on skilful application of moral and political rationality. Solitude - is a voluntary state achieved when an individual has the ability to momentarily withdraw and be free of external pressures and demands in order to concentrate on desired mental-cognitive activities. Trust building - is more often discussed in leadership literature. As a leadership competence it is about the ability to be credible, show trust in and respect for other people and inspire trust. For the curious business practitioner, business student, or business educator wishing to consider aspects of leadership competence that have to some extent been hidden or forgotten, this book introduces the notion of meta-competences and deals in detail with them.