

Online Training Partners, Inc.

COMPETENCY DEVELOPMENT SERIES

Management and Leadership Nuggets



Over 100 development resources, tools and assessments that specifically target improvement in behaviors for Leadership in the workplace, carefully arranged by topics. This guide book complements an online course on Leadership Challenge.

Inspirational quotes on Leadership Challenge are included in an Appendix.

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Management and Leadership Nuggets

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Note this is a SAMPLER

Full length books are 50 to 80 pages long, include a lot more examples, case studies, inspirational quotes, book reviews, links to podcasts, glossary, etc.

Summary: Key Points on developing proficiency in Leadership

A Culture of Leadership (http://www.strategyletter.com/CD0703/featured_article.asp)

Leadership has sometimes been described as taking people to a place that they would not normally go to on their own. Once a sound strategic planning process has determined what that place should be it is the leader's prime and fundamental responsibility to assure that there is cultural alignment with the vision and that the full resources of the organization are effectively brought to bear to achieve that destination.

Aligning Action and Values (<http://www.pfdf.org/leaderbooks/l2l/summer96/collins.html>)

Jim Collins says that executives spend too much time drafting, wordsmithing, and redrafting vision statements, mission statements, values statements, purpose statements, aspiration statements, and so on. They spend nowhere near enough time trying to align their organizations with the values and visions already in place.

Beware the Shortcut to the Top

(<http://www.gsb.stanford.edu/community/bmag/sbsm0202/ideas.html>)

Promotion by pedigree, or even potential, can be a fast track to failure. The best leaders prove themselves by performance—every step of the way.

Delegation (<http://www.ee.ed.ac.uk/~gerard/MENG/ME96/Documents/Aspects/delegate.html>)

Poor delegation, advantages of delegation, how to delegate, authority, responsibility, tasks you should not delegate, tasks after delegating

Delegation - The Art of ... (<http://www.ee.ed.ac.uk/~gerard/Management/art5.html>)

Article discusses how effective leaders use delegation as dynamic tool for motivating and training your team to realize their full potential.

Difference Between Management And Leadership

(<http://www.see.ed.ac.uk/~gerard/MENG/ME96/Documents/Intro/leader.html>)

Discusses the differences between both concepts and explains why both terms are thought to be similar whereas in fact they are quite different. A leader is followed (through a shared vision) whereas effective managers rule the roost.

Difference Between Management And Leadership II (<http://www.itstime.com/oct96a.htm>)

Compares traits of managers and leaders: Managers think incrementally, whilst leaders think radically. This means that managers do things by the book and follow company policy, while leaders follow their own intuition, which may in turn be of more benefit to the company.

Different Venues, Common Themes (http://www.fei.org/magazine/articles/7-8-2001_CoverStory.cfm)

Coping with change and operating difficulties is a challenge for any manager. At the senior level, it's important to set a tone and focus on issues like communication, teamwork and mutual respect.

Goodbye, Command and Control

(<http://www.pfdf.org/leaderbooks/l2l/summer97/wheatley.html>)

Margaret Wheatley suggests new ways of leadership.

Leader as Social Advocate: (<http://www.pfdf.org/leaderbooks/l2l/summer2000/roddick.html>)

Building the Business by Building Community. An interview with Anita Roddick, founder and co-chair of The Body Shop International.

Leadership Cults and Cultures <http://www.pfdf.org/leaderbooks/l2l/spring2003/deering.html>

The paradox at the heart of organizational leadership is that the leader must add value to the organization but must not take it away when he or she leaves. An essential part of a leader's job is to become dispensable through creating a culture of leadership that extends throughout the organization.

Leadership Development: Past, Present, and Future

<http://www.ccl.org/leadership/pdf/research/cclLeadershipDevelopment.pdf>

This article reviews notable trends in the leadership development field. In the past two decades, such trends included the proliferation of new leadership development methods and a growing recognition of the importance of a leader's emotional resonance with others. pdf 2004

Leadership Guide <http://www.nwlink.com/~donclark/leader/leader.html>

17 chapters and 9 appendices about leadership, including topics like concepts, styles, leadership and communication, motivation, time management etc. (scroll down a bit to see the actual leadership guide)

Leadership in the Next Millennium <http://www.tms.com.au/wothot.html>

Richard Aldersea discusses the dilemmas facing organizations and HR professionals, such as unique qualities required to lead the organization of tomorrow; actions, skills and strategies that leaders will need; How do you develop leaders from where they are to where they will need to be?

Leadership Styles http://www.ee.ed.ac.uk/~gerard/MENG/ME96/Documents/intro_style.html

This section looks both at styles which are inherent to the leader and at those which can be adopted according to the circumstances.

Leadership, Prisoners' Dilemmas, and Politics

<http://www.cato.org/pubs/journal/cj25n2/cj25n2-13.pdf>

The prisoners' dilemma is a ubiquitous problem that can be effectively addressed by good leaders, but which is a major obstacle to achieving good leadership. Pdf-file 97 KB. 2005

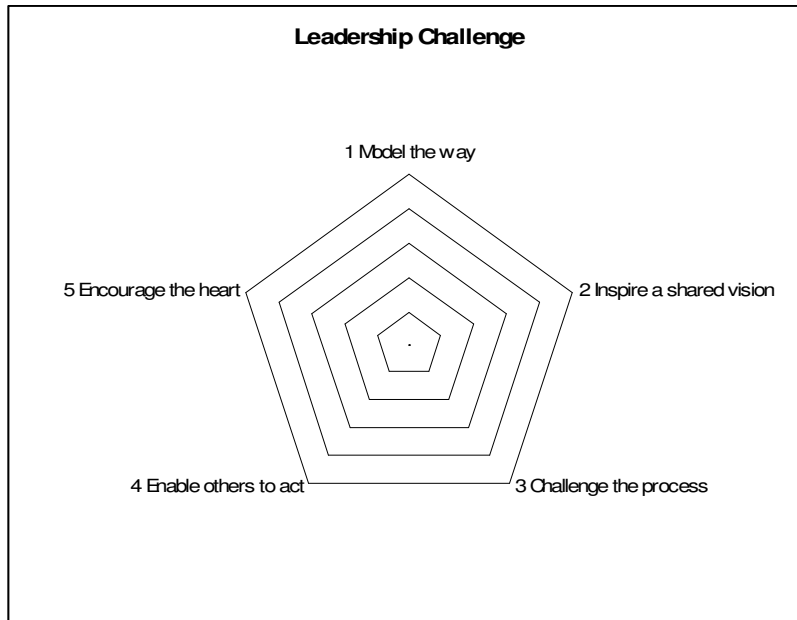
Leading Those That Remain After Downsizing Or Job Loss

<http://www.work911.com/articles/downsizing.htm>

Downsizing...Right-sizing, lay-offs or workforce adjustment, whatever the current "correct" terminology, the fact remains that it is the most difficult thing that managers will deal with in their careers. There are two principle issues regarding downsizing. First, the period of downsizing brings with it incredible anxiety for everyone. The second issue and one of much more long term significance is how best to handle those that remain. Somehow managers have to deal with the fall-out from the downsizing process, and move their organizations beyond the grief, the anger and the loss of morale that characterizes these major organizational events. It is those that remain that will determine what happens to the organization.

Leadership Challenge

Kouzes and Posner outline the five pillars of leadership based on their best selling book on leadership.



Making Teams Work at the Top

<http://www.pfdf.org/leaderbooks/l2l/winter98/katzenbach.html>

Most top executives pay lip service to their "team at the top" but achieve only a small portion of the actual team performance potential of the senior leadership group.

Management Styles Glossary <http://www.itstime.com/oct96.htm>

Managing Quietly <http://www.pfdf.org/leaderbooks/l2l/spring99/mintzberg.html>

Henry Mintzberg assumes that really good management might be boring - not exciting enough for the media.

Michael Porters big ideas: <http://www.fastcompany.com/online/44/porter.html>

If you want to make a difference as a leader, you've got to make time for strategy.

Presentation Skills for Emergent Managers

<http://www.ee.ed.ac.uk/~gerard/Management/art1.html>

Presentations are one of the first managerial skills which a junior engineer must acquire. This article looks at the basics of Presentation Skills as they might apply to an emergent manager.

The Changing Nature of Leadership: A CCL Research Report

<http://www.ccl.org/leadership/pdf/research/NatureLeadership.pdf>

How has leadership changed and will it look different in the future? The Center for Creative Leadership explored this question with more than 300 leaders - and uncovered some important, emerging trends. pdf-file 2006

The Invisible Side of Leadership <http://www.pfdf.org/leaderbooks/l2l/spring98/austin.html>

Business people exercise leadership in the community as well as the commercial world. In many ways it has been the invisible side of leadership. Research at the Harvard Business School documents involvement that is deep, important to business leaders and their communities, and clearly beneficial to their businesses

The Leadership Guide <http://www.nwlink.com/~donclark/leader/leader.html>

Big Dog's Leadership Page: This leadership guide is for new supervisors, managers, leads, and anyone wishing to move up through the ranks as a leader. The first chapter, Concepts of Leadership, provides a basic background on leadership. The following 16 chapters provide the skills and knowledge needed to implement effective leadership.

The Leadership Role http://www.iveybusinessjournal.com/view_article.asp?intArticle_ID=532

Understand, design, execute, assess and develop. A successful leader has to do them all and do them all brilliantly. This author serves up five key lessons in leadership. Pdf-file 124 KB. 2005

The Residue of Leadership <http://www.pfdf.org/leaderbooks/l2l/summer2000/champy.html>

Why ambition matters. For leaders, one of the lessons of the past decade is that nothing great ever happens without a great ambition, says James Champy.

The Three Cs of Leadership <http://www.refresher.com/%21threecs.html>

By providing the right C (challenge, confidence, or coaching), leaders help people become more and achieve more than they thought possible.

Thought Killers <http://www.refresher.com/%21dethoughtkillers.html>

How Leaders Lower Their Followers' IQs and What to Do About It

Visionary leadership (does it exist?) http://www.ivysea.com/pages/ldrex_0802_04.html

What does it take to be a true visionary leader? Includes examples of past and present visionary leaders

Where Style Meets Substance <http://www.gurowitz.com/articles/JnlBusStr.pdf>

Competency Development Series Titles

- ACT WITH HONESTY AND INTEGRITY
- ATTRACT AND DEVELOP TALENT
- BUILD TEAMS AND PARTNERSHIPS
- COMMIT TO QUALITY
- CONVEY INFORMATION
- CREATE BALANCE
- DEMONSTRATE FLEXIBILITY
- DEVELOP SELF AND OTHERS
- DRIVE FOR RESULTS
- IMPROVE SYSTEMS
- INFLUENCE OTHERS
- INNOVATE
- INTERACT CONSCIOUSLY
- KNOW THE BUSINESS, THE MARKET AND THE COMPETITION
- KNOW THE ORGANIZATION
- LEAD THE TEAM
- MAKE DECISIONS
- MANAGE CHANGE
- MANAGE EXECUTION
- MANAGE KNOWLEDGE
- PLAN STRATEGICALLY
- PROTECT EMPLOYEES
- RELATE TO CUSTOMERS
- RESOLVE CONFLICT
- REWARD AND CELEBRATE ACHIEVEMENT
- UNDERSTAND FINANCES
- USE TECHNOLOGY
- VALUE DIVERSITY

Each Guide comes as a PDF file plus a subscription to all embedded articles – roughly 100 articles per topic, book reviews, inspirational quotes, glossary, and much more. Your fastest route to skilling up, guaranteed.

Cost: \$20 per topic.

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