

# ***STRATEGIC LEADERSHIP***

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## ***A Multiorganizational-Level Perspective***

Edited by  
**Robert L. Phillips**  
and  
**James G. Hunt**

# Strategic Leadership A Multiorganizationallevel Perspective

**Lingsheng Yao**



## **Strategic Leadership A Multiorganizationallevel Perspective:**

*Strategic Leadership* Robert L. Phillips, James G. Hunt, 1992-12-04 Civilian and military experts came together to explore a number of cutting edge aspects of strategic leadership using Elliot Jaques's Stratified Systems Theory SST as a point of departure Page xi

**The Capable Executive** Moreen Anderson, Paul Dainty, 1996-03-11 Despite the impact senior managers can have on organisations surprisingly little is known about what makes them effective This distinctive book is structured around the findings of the authors eight year research programme into senior executive effectiveness In all eleven Capabilities have been identified which cover how executives cope personally with their role how they lead and influence others and build competitive organisations Each Capability is used as a starting point to review the latest management thinking and practice as it applies to senior executives

Leadership, Gender, and Organization Mollie Painter-Morland, 2011-04-23 This text provides perspectives on the way in which gender plays a role in leadership dynamics and ethics within organizations It seeks to offer new theoretical models for thinking about leadership and organizational influence Most studies of women's leadership draw on an ethics of care as characteristic of the way women lead but as such it tends towards essentialist gender stereotypes and does little to explain the complex systemic variables that influence the functioning of women within organizations This book moves beyond the canon in exploring alternative paradigms for thinking about leadership and gender in organizations The authors draw on the literature available in systems thinking systemic leadership and gender theory to offer alternative perspectives for thinking about the ways women lead The book offers invaluable theoretical perspectives and insightful narratives to graduate students and researchers who are interested in women's leadership gender and organization It will be of interest to all women in leadership positions but specifically to those interested in understanding the systemic nature of leadership and their role within it

*The Organization of Higher Education* Michael N. Bastedo, 2012-05-01 Colleges and universities are best understood as networks of departments working together to fulfill a mission of education innovation and community partnership To better understand how these large and complex institutions function scholars can apply organizational and strategic planning concepts made familiar by business management This book follows that model and explores the new and emerging ways by which organizational theories address major contemporary concerns in higher education The contributors to this volume are both influenced and inspired by the pioneering work of Marvin Peterson and his four decade career researching higher education organization Comprising a serious reexamination of the field the essays review past and current thinking address the field's core theoretical traditions and pursue exciting new lines of inquiry including the organizational dynamics of diversity and social movement organizations Ideal for courses in administration and theory this book reinvigorates the study of higher education as an organization and encourages scholars to rediscover the value of organizational principles in all areas of higher education research Contributors Michael N Bastedo University of Michigan Patricia J Gumport Stanford University James C Hearn

University of Georgia Adrianna Kezar University of Southern California Jason Lane State University of New York at Albany  
Simon Marginson University of Melbourne Michael K McLendon Vanderbilt University Anna Neumann Columbia University  
Brian Pusser University of Virginia Fabio Rojas Indiana University Daryl G Smith Claremont Graduate University William G  
Tierney University of Southern California and the late J Douglas Toma University of Georgia **Multiteam Systems**

Stephen J. Zaccaro, Michelle A. Marks, Leslie DeChurch, 2012-05-22 This book examines an emerging organizational form called the multi team system MTS This type of aggregation is being increasingly adopted by organizations and agencies that need to respond to complex strategic problems There has been increasing interest in MTSs over the last decade to the point where there is now a need to describe these organizational forms more fully b build conceptual frames that can guide research and c begin developing tools to improve the study of MTSs The purpose of this book is to respond to these needs The book contains a series of chapters that expand prior conceptual frames of MTSs defining in more detail the compositional and linkage attributes that characterize such units The book also explores how such systems emerge and develop as well as the methods for studying MTSs The intent of the book is to establish and nurture a strong conceptual and methodological foundation that can guide research and practice with MTSs Because the notion of MTSs cuts across multiple domains this book will interest scholars in industrial organizational psychology organizational science management and organizational theory human factors sociology organization communications and public administration *The Nature of Leadership* John Antonakis, Anna T. Cianciolo, Robert J. Sternberg, 2004 More than ever before leadership is seen as critical for the proper functioning of societies and social institutions Written by a team of leading experts *The Nature of Leadership* will provide compelling answers to the most vexing questions surrounding leadership Is leadership measurable Are there traits that reliably distinguish leaders from nonleaders Does the situation matter Are there differences in women s and men s leadership styles Is ethical leadership effective leadership Are elements of leadership culturally bounded whereas other elements are universal Does vision really matter Can leadership be developed COVER *Rethinking the "L" Word in Higher Education: The Revolution of Research on Leadership* Adrianna Kezar, Rozana Carducci, Melissa Contreras-McGavin, 2011-10-19 In these times of change and challenge in higher education pleas for leadership have become frequent However the type of leadership required within this new context of globalization demographic changes technological advancement and questioning of social authority may call for different skills requiring a re education among campus stakeholders if they want to be successful leaders In the past twenty years there has been a revolution in the way that leadership is conceptualized across most fields and disciplines Leadership has moved away from being leader centered individualistic hierarchical focused on universal characteristics and emphasizing power over followers Instead a new vision has emerged leadership that is process centered collective context bound non hierarchical and focused on mutual power and influence processes This volume summarizes research and literature about new conceptualizations of leadership to inform practice This is volume 31 number 6 of the

ASHE Higher Education Report a bi monthly journal published by Jossey Bass See our entire list of ASHE Higher Education Report titles for a wide variety of critical issues facing Higher Education today *The Handbook for Teaching Leadership* Scott A. Snook, Nitin Nohria, Rakesh Khurana, 2012 Supports the growing demand for courses in leadership and ensures that such courses and instruction are developed with multiple considerations and best practices in mind **Leader and Team Adaptation** Stephen J. Zaccaro, 2009 This report summarizes the results of a series of investigations that examined a the role of feedback processes as a leadership tool in team adaptation b the influence of developmental work experiences on team and leader adaptability and c the effects of combinations of leader qualities on the display of adaptation processes and performance in dynamic military and business settings The results of these investigations indicated that a process oriented team level and public feedback from leaders was most effective in facilitating team adaptation particularly when team members possess high levels of cognitive skills b developmental assignments are associated with growth in social competencies but only when participating leaders have high levels of metacognitive skill cognitive complexity and tolerance for ambiguity c social competencies influence leader adaptability but only when the organizational climate supports innovation and d several cognitive social and dispositional leader attributes were related singly and in combination to leader adaptability **Leading the Learning Organization** Alan T. Belasen, 2000-01-01 Provides students executives and managers with vital resources to lead their organizations to higher levels of performance Emotional Intelligence at Work Chi-Sum Wong, 2015-08-27 Emotional intelligence is a very popular concept since it was made known to the general public in 1995 However it was under severe criticisms among scientific researchers and a lot of them did not believe that it should be accepted by scientists as true knowledge The author of this book who is one of the pioneers in this topic spent sixteen years to study this concept Together with other researchers they gradually changed the conclusion of early researchers Using rigorously scientific standards this research team demonstrated that emotional intelligence is an intelligence dimension that has significant impact on various life outcomes such as life satisfaction and job performance They developed testable theoretical framework for emotional intelligence in the workplace and attempted to show that the trainability of emotional intelligence is larger than traditional intelligence concept The book looks at not only the scientific reports but all the stories behind some of the rigorous scientific studies in the author's 18 year journey Their choice of research designs and how the designs are suitable to provide scientific evidence to demonstrate the validity of emotional intelligence are also described Through this book the process of scientific enquiry and important issues concerning the emotional intelligence concept are revealed in details by vivid stories and rigorous scientific reports *Creating Leaderful Organizations* Joseph A. Raelin, 2003-02-15 The times demand a new style of leadership Employees today are highly trained and independent they can offer much more to an enterprise than simply their obedience And with the relationship between worker and organization constantly changing no one person will likely be able to lead alone *Creating Leaderful Organizations* presents a paradigm of

leadership tailored to our times one that is based on mutual rather than heroic leadership It is not merely consultative with leaders graciously allowing followers to participate in leadership nor is it a stewardship approach in which the leader occasionally steps aside to allow others to take over temporarily It is a revolutionary new approach that transforms leadership from an individual property to a collective responsibility Raelin details how leaderful practice can accomplish the critical processes of leadership more effectively than any existing approach And using actual examples from leading edge organizations he offers practical guidance for assessing your own and others leaderful predisposition preparing for leaderful practice distributing leadership roles and dealing with resistance to change     How Colleges Change Adrianna Kezar, 2018-07-27 Joining theory and practice How Colleges Change unmasks problematic assumptions that university leaders and change agents typically possess and provides research based principles for approaching change Featuring case studies teaching questions change tools and a greater focus on scaling change this monumental new edition offers updated content and fresh insights into understanding leading and enacting change Recognizing that internal and external conditions shape and frame change processes Kezar presents an overarching practical toolkit a framework for analyzing change as well as a set of theoretical perspectives to apply that framework in order to custom design a change process no matter the organizational challenge or context How Colleges Change is a crucial resource for aspiring and practicing campus leaders higher education practitioners scholars faculty and staff who want to become agents of change in their own institutions

*Corporation on a Tightrope* John G. Sifonis, Beverly Goldberg, 1996-05-23 Business is no longer business as usual The global market is in constant flux as some nations come together other fall apart trading blocs emerge and formerly closed doors reopen At home leadership roles and organizational structure have seen a sea change with the vertically integrated tightly knit organization seemingly headed for oblivion And the changes keep happening faster and faster For a firm to succeed in this highly complex environment executives need a better understanding of the deep philosophic and extensive physical adaptations needed to reshape and prepare their company for an uncertain future To provide this deeper understanding John G Sifonis a business consultant and Beverly Goldberg a think tank executive who together have decades of hands on experience visited dozens of companies conducted numerous interviews and then traveled to the Santa Fe Institute to discuss their conclusions about practical applications of complexity theory to business The result of their study is *Corporation on a Tightrope* a brilliant blend of complexity theory and hard earned business sense that will help executives lead their organizations into the highly uncertain future Sifonis and Goldberg show that the flexible organization of the future will be a complex adaptive system that responds to the effects of market driven changes on its three critical components governance technology and leadership It will be an organization capable of self renewal constantly reshaping itself to seize opportunities as they emerge and quickly shrink when the market changes yet again To help executives create this flexible firm the authors provide seven practical tools principles that when carefully put in place create a solid foundation for the

future an organization must set unwavering ethical standards establish a social contract maintain a lean organization based on core competencies develop leadership skills at every level be open to learning encourage experimentation and be innovative avoid restructuring when it should be regoverning and ensure connectivity The authors illustrate each of these principles with fascinating examples taken from actual corporations such as the ethical dilemma faced by Levi's whose move overseas brought up the problem of lost American jobs and foreign child labor the innovative arrangement between insurance company Allmerica Financial and DST Systems a developer of automated business solutions and the leadership of executives such as Herb Kelleher of Southwest Airlines who projects enthusiasm and friendliness to the media and has his workforce reflect the same image Readers will find other instructive anecdotes on companies such as Boeing Texas Instruments Shell and Intel Spiced with pithy quotations from prominent executives and business experts such as Peter Drucker Edward Filene Charles Handy and Sam Walton plus top people at Johnson Johnson Unilever and other major corporations this is a sweeping visionary book that will transform the way business leaders take their companies into the future

**Competence Building and Leveraging in Interorganizational Relations** Rudy Martens, Aimé Heene, Ron Sanchez, 2008-02-29 Includes papers that offer a review of inter organizational relations in alternative approaches to the creation and management of competences This volume offers an integrative approach to strategy and management theory research and practice

*Armed Forces and International Security* Jean M. Callaghan, Franz Kernic, 2003 Designed as a textbook and interdisciplinary reference for the social sciences this volume examines key issues in the current global security agenda and relationships between armed forces and society around the world The book's concise chapters on a broad range of themes related to national and international security military sociology and civil military relations were written by experts from 18 countries This volume also has a groundbreaking section which using country studies and regional overviews discusses civil military relations in as well as the most salient theoretical and practical features of current means of democratic control of the armed forces in the early 21st century

**Technical Report**, 1979 **Discerning Critical Information** David Simpson, 1997 The increased attention to technologies for battle command has brought about an increased awareness of the importance of abilities and traits for leadership and tactical decision making This study examined the relationship between conceptual capacity and the ability to discern critical information Conceptual capacity was measured with a cognitive complexity method that used self report and clinical judgment Critical information discernment was measured by instructors and trained observers during a Command and General Staff Officer College exercise Prairie Warrior 96 Self and peer ratings were also collected on leadership skills personality and attitudes performance and experience No relationship was found between the primary measure of the current level of conceptual capacity and CID however a Biodata cognitive complexity measure was negatively correlated to CID About 50% of the variance in CID performance was explained by seven variables Variables that contributed positively were analytic style % of position in the

exercise and whether performance was expected to apply to their next assignment Negatively weighted factors were openness object orientation staying alert for unusual information and feeling time pressured DTIC *Spirituality Management in the Workplace* Fahri Özsungur, Fevziye Bekar, 2023-12-14 The experts here provide conceptual frameworks and guidance by examining the subject in the light of current developments at multiple levels of analysis individual organizational cultural and in leadership Spirituality in the workplace considers employees as a whole in spirit body and mind

**Globalization Under Construction** Richard Warren Perry, Bill Maurer, 2003 In *Globalization Under Construction* the authors attempt to discern in the disparateness of contemporary events an emerging pattern of governmentality techniques of governance assemblages of intersecting arguments about the history of the present the nature of the future that our present portends

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