Leadership and Management Articles

Leadership and Self-managing Systems
By: Charles Ehin.

On September 10, 2001, Mayor Rudolph Giuliani suffered a percentage-approval rating in the low 30s. The next day he became the prime exemplar of the theory of situational leadership. In this essay, Dr. Charles Ehin defines true leadership as being both situational and emergent, a natural outcome of self-forming human systems. Imposition of other forms of leadership is both unnatural and self-defeating. Leadership, says, Dr. Ehin, may be defined as "helping others to initiate or participate in worthwhile activities of which they unaware, or are hesitant to act upon on their own, to the benefit everyone involved." He believes the shared leadership process has four key interactive elements: committed associates, emerging leadership, opportunities and problems, and organizational context. Under these circumstances, literally anyone has the potential for leadership.

Management Time: Who's Got the Monkey?
By: William Oncken Jr., Donald L. Wass, Stephen R. Covey.

Why is that managers are typically running out of time while their subordinates are typically running out of work? Authors of article shall explore the meaning of management time as it relates to the interaction between managers and their bosses, their peers, and their subordinates.

Managers and Leaders: Are They Different?
By: Abraham Zaleznik
Harvard Business Review, Jan 01, 2004

In this article, Zaleznik argued, business leaders have much more in common with artists, scientists, and other creative thinkers than they do with managers. Organizations need both managers and leaders to succeed, but developing both requires a reduced focus on logic and strategic exercises in favour of an environment where creativity and imagination are permitted to flourish.

Pygmalion in Management
By: J. Sterling Livingstone.

J. Sterling Livingston named this 1969 article after the mythical sculptor who carves a statue of a woman that is brought to life. His title also pays homage to George Bernard Shaw, whose play Pygmalion explores the notion that the way one person treats another can, for better or worse, be transforming. In his article, Livingston notes that creating positive expectations is remarkably difficult, and he offers guidelines for managers.

The Triple Crisis of the University and its Reinvention
By: Alberto Amaral and António Magalhães; Higher Education Policy 16, 239 - 253 (01 Jun 2003)

Universities are living a triple crisis of hegemony, of legitimacy and institutional. This crisis is cotermiuous with the fiscal crisis of the state and the crisis of the welfare state. The loss of legitimacy of the welfare state gave rise to an increasing role of the market and to the change of the university from a 'social institution' to a mere 'social organization' while new managerial values seem to be replacing the traditional modes of academic governance. It is necessary
for higher education to be reinvented and for academics to present again the case for higher education. But this needs to be a new case, not a restatement of the former.

What Leaders Really Do.
By: John P. Kotter.

Professor John Kotter proposes that management and leadership are different but complementary, and that in a changing world, one cannot function without the other. He then enumerates and contrasts the primary tasks of the manager and the leader. His key point bears repeating: Managers promote stability while leaders press for change, and only organizations that embrace both sides of that contradiction can thrive in turbulent times.

Why Should Anyone Be Led by You?
By: Robert Goffee, Gareth Jones.

We all know that leaders need vision and energy. But to be inspirational, leaders need few other qualities. Probably not what you'd expect, these qualities can be honed by almost anyone willing to dig deeply into their true selves.

Critical role of leadership in nurturing a knowledge-supporting culture
By: Vincent M Ribiere, Alesa Sasa Sitar
*Knowledge Management Research & Practice* 1, 39 - 48 (01 Jul 2003)

This paper addresses the critical role leadership plays in the implementation and facilitation of knowledge management activities. Leadership is particularly important for organizations willing to 'evolve' their culture to a knowledge-supporting culture. Organizational culture has been identified as the main impediment to knowledge activities, and therefore leaders should model the proper behaviours causing culture to evolve in a way that enables and motivates knowledge workers to create, codify, transfer, and use and leverage knowledge. In the literature this leadership behaviour is referred to as 'leading through a knowledge lens'. Leading through a knowledge lens has some special characteristics since it is dealing with knowledge workers having specialized expertise. Leading them can be done only by intellectual power, conviction, persuasion, and interactive dialog. It requires skills that build confidence and engagement. Therefore, leaders should establish trust and commitment that will help the knowledge organization to achieve its knowledge and business goals.