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Faces of Leadership in an Age of Innovation

C. B. Crawford, Ph.D., Fort Hays University

The decade of the 1990s saw a tremendous increase in the use of computer-mediated communication through the Internet, e-mail, and instant messaging/chat. It is widely expected that this trend will not only increase, but every indication suggests that the use of mediated communication in the workplace will outpace face-to-face communication in many organizations. As more organizations begin to understand the economic savings associated with the use of technology, leaders will be forced to adapt to meet the many emergent needs of the new "knowledge worker" in our wired organizations.

Leader as Innovator

The link between leadership and innovation has been widely established for some time. Research on transformational leadership has consistently shown that leaders tend to be more adaptive and innovative than leaders that are more transactional or laissez-faire. Since the introduction of transformational leadership theory, the role of innovation in successful leadership has been widely assumed. But as more transformational leaders are forced to lead their workplaces into an era of knowledge work, the anecdotal link seems more tenable than ever before. Innovation shares one major characteristic with transformational leadership—change. The basic concept that underlies transformational leadership is the ability to change the current and transcend the present to achieve a higher plane of leadership. The concept of transformation is very similar to innovation, although organizational change is largely assumed in the innovation and technology literature. Innovation is the process of adaptation to the changing technical environment. This also requires change. Crawford, Gould, and Scott

(2003) noted the empirical link between innovation and transformational leadership.

"Given the strength of correlation between innovation and transformational leadership, there is ample evidence to suggest that innovation and transformation share common features. Though not the same, transformational individuals are likely to also be highly innovative. This finding has serious implications for modern organizations as innovation and transformation are elements they might want to encourage. In the computer age, many organizations probably want to lead the innovation curve, or at least, not be lagging on the innovation cycle. Transformational leadership should be the path utilized for innovative results. If organizations want to be on the slower end of the innovation curve, then leaders that are highly transformational may not fit the culture since they may force innovation."

While it has been widely speculated that leaders must find new adaptive ways to reach followers in the new organization, little actual research has identified the distinctive patterns of leadership behaviors. Recent research reveals the emergent "faces" of leadership (Crawford, 1998; Crawford, Gould, & Scott, 2003; Crawford & Strohkirch, 1997). In these studies, various leadership and leadership-related measures were looked at in comparison to organizational innovation. Specifically, this research provides support for the idea that leaders engage in one of two distinct styles of leadership when faced with organizational innovation: techie or champion.

The Techie

The "techie" is envisioned as a leader that understands more about technology than the

Inside This Issue

- 3 The Paradox of Servant-Leadership
- 6 Institutional Memory
- 7 Resource Review
- 8 New Resources



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average person. There is a part of this innovative leader style that uses the reward/punishment/manipulation influence strategy as a preferred method of implementing change. It should be expected that the “techie” would

leaders will be forced to adapt to meet the many emergent needs of the new “knowledge worker” in our wired organizations

use less person-centered means to influence change. The use of direct means is not uncommon and has been found before in transactional leaders. Some of the following attributes may describe a typical techie style of leadership:

- Seeks technological solution as a default
- Acts directly to implement change
- Seeks to influence through less personal methods (e.g., e-mail directions)
- Likely has difficulty connecting interpersonally or conversationally
- Highly productive in what they do
- May be perceived as harsh since they might choose most direct route to corrective action instead of attempting to find a more diplomatic solution

The Champion

The “champion” of innovation as described by Howell and Higgins (1990) is transformational in nature and seeks to innovate through the infusion of new technology. The champion uses direct means of influence, but is transformative, not manipulative or transactional. Behaviors of the champion make

this person very similar to the Ray et al. (1996) maverick leader. The maverick leader seeks to tear down the old structure and rebuild with innovation; the defining part of mavericks is the ability to innovate and to change the organization. These types succeed only because of the change they promote in an organization. This change or transformation occurs because the champion leader has the ability to make people understand that they can overcome the inertia of the status quo. Some of the following attributes may describe a prototypical champion style of leadership:

- Seeks technological solution as one of several options
- Considers the interests of others when communicating
- Acts directly to implement change, but attempts to forge coalitions and partnerships
- Uses technology as one of many organizational tools, not as the only tool
- Has little problem convincing others of the utility of the balanced use of technology
- Highly productive in working with others regardless of whether the conversation is mediated or face-to-face
- Is regarded as personable and influential

Conclusions

As leaders face an inevitable increase in the level of organizational technology, they must find follower-centered methods in dealing with the surrounding larger issues involved. Approaching the leadership relationship from the techie perspective may well be met with limited results. Learning how to work with others, as the leader/champion does, may well be the best approach for the long-term success of organizations as they face implementation of greater technological solutions.

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The Paradox of Servant-Leadership

Paul T. P. Wong, Ph.D., Trinity Western University

Regardless of your view of Mel Gibson's *The Passion of the Christ*, all would agree that it is a huge success, reeling in 26.6 million dollars on the opening day. What motivated Gibson to risk everything to produce this movie? It is his passion born from his personal spiritual transformation. His vision was to retell the story of the crucifixion—Christ's ultimate sacrifice for the world—in a way that was faithful to the gospel and realistic in all its horror and grace.

What Is the Secret to Jesus' Success?

The success of *The Passion* mirrors in a small way the enduring, global influence of Jesus' leadership. He only had three brief years of public ministry, never held an office, and never published a book, and yet, more than 2,000 years after his death, he has more followers today than any other leader and continues to have an impact on countless lives.

The secret is servant leadership!

Is it possible that Jesus' radical ideas can

serve as an effective model for corporations? Isn't servant-leader an oxymoron? Who in their right mind would sacrifice their own reputation and future for a higher purpose instead of seeking their own interest?

In the midst of corporate scandals, perhaps it is time to seriously consider servant leadership as an antidote to self-seeking leadership. In the context of global competition, multi-national corporations, and knowledge economy, the spirit of servant leadership seems more flexible and adaptive than the hierarchical, authoritarian leadership style.

The Resurgence of Servant Leadership

When Greenleaf (1977) first published the model of servant leadership there was considerable skepticism regarding the relevance of Jesus' teaching on leadership to the corporate world and government. The concept of servant leadership has gained increasing acceptance in the leadership and organizational literature (Collins, 2001; Covey, 1994; Russell & Stone, 2002; Senge, 1990, 1997; Spears, 1994; Wheatley, 1994).

Servant leadership is predicated on the belief that serving and developing workers is the best way to achieve organizational goals, because any company is only as good as its human resources. Servant leadership encompasses a number of important "soft" competencies, such as inspiring and motivating workers, managing change, and creating a positive work climate (Wong, 2002; Wong & Gupta, 2004).

servicing and developing workers is the best way to achieve organizational goals

Research Support for Servant Leadership

What kind of boss do you prefer: Self-seeking leader or servant leader?

The choice is clear and consistent according to the literature. People generally do not like bosses who are authoritarian. Workers prefer bosses who value their opinions and are interested in developing their full potential.

Servant leadership may be considered as an outgrowth of participative leadership (McMahon, 1976), which advocates empowerment and involvement of many members of organizations. Servant leadership also shares some of the same characteristics as transformational leadership (Bass,

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The OSU Leadership Center provides research-based resources and high-quality practical programs to build and strengthen leadership capacities that make a positive difference in the lives of Ohio's citizens.

Vision

The OSU Leadership Center is nationally and internationally recognized as the foremost center for making a positive difference in the lives of individuals, families, organizations, and communities through leadership education and research.

Values

We believe...

- leadership capacities that make a positive difference in the lives of people can be developed and enhanced through an educational process, and we are committed to making that difference happen.
- in taking a comprehensive approach to leadership by being open to multiple dimensions and approaches.
- in providing innovative resources (people, programs, and materials) grounded in theory and research.
- in the generation and practical application of leadership theories and research.
- in collaborating by building networks with individuals and organizations.
- in providing accessible service to individuals and organizations through competent, knowledgeable, and professional staff.

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continued on next page

Leadership Link

1998; Stone, Russell, & Patterson, 2003).

There is now a clear consensus among modern management theorists (Avolio, 1999; Bennis, 1990; Hammer & Champy, 1993; Rinzler & Ray, 1993; Senge, 1990) that autocratic leadership needs to be replaced by leadership that empowers workers. More recently, the advantages of servant leadership over autocratic leadership have been well documented in the literature (Farling, Stone, & Winston, 1999; Russell & Stone, 2002; Sendjaya & Sarros, 2002).

Profile of Servant Leadership

Page and Wong (2000) have proposed a conceptual model of servant leadership and developed a preliminary measuring instrument. More recently, Wong and Page (2003) have developed an opponent-process model of servant leadership and a measuring instrument entitled the *Servant Leadership Profile*.

The significance of the opponent-process model is that it recognizes **power** and **pride** as the dark side of leadership. These two “evils” are similar to the two demons of fear and pride, as highlighted by Blanchard and Hodges (2003), because obsessions with power and control are primarily motivated by fear of insecurity. These are the harmful acts based on fear and pride.

The Power and Pride subscale of our *Servant Leadership Profile* captures types of controlling and arrogant behaviors. According to the opponent-process model, servant leadership can be implemented only to the extent that leaders are able to confront and overcome their hunger for power and egotistic pride.

When the **Power and Pride** subscale is scored in the reverse, it actually measures vulnerability and humility. Therefore, a big part of being a servant leader is the willingness to be a vulnerable, humble servant, as modeled by Jesus.

We have discovered 7 factors in our 62-item Servant Leadership Profile for both self-assessment and 360-degree evaluation. These factors are:

1. Empowering and developing others
2. Power and pride
3. Serving others
4. Open, participatory leadership
5. Inspiring leadership
6. Visionary leadership
7. Courageous leadership

Conclusions

There is sufficient evidence to suggest that servant leadership may be the leadership of choice for the 21st century, and that it is the best leadership style for all seasons for the following reasons:

1. Being freed from egotistic concerns, such as insecurity and self-advancement, leaders are able to devote their full attention to developing workers and building the organization.
2. Being concerned with individual needs and sensitive to individual differences in personality, leaders are able to bring out the best in their workers.
3. Being situational leaders, they recognize situations in which absence of their power actually facilitates self-management and productivity.
4. Being good stewards, they will do whatever necessary and appropriate to maximize leadership effectiveness in all kinds of situations.
5. Being person-centered and growth-oriented, they can turn ordinary workers into future leaders and adapt to change effectively.
6. Servant leadership serves as an antidote to corruptions and abuses in high places.
7. Servant leadership can help reduce burnout and build an emotionally healthy organization.
8. Servant leadership seems most suitable for the next generation of workers, who are very cynical of authority and demand authenticity in their bosses.
9. Servant leadership seems most suitable for knowledge workers, who value independence and creativity.
10. Servant leadership recognizes that leadership is a group process, which should not be centralized in one or two individuals.
11. Servant leadership is based on humanistic, spiritual, and ethical values.
12. Servant leadership represents the most effective and comprehensive approach to human resources management and development.

Those interested in the Servant Leadership Profile may complete it on www.meaning.ca or obtain a free copy from wong@meaning.ca

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Institutional Memory

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It's a scene we've all experienced at one time or another. You're at the stadium for the big game, standing up, cheering loudly, and encouraging others in your section to join you. All of a sudden, you hear from the back, "Hey, down in front, sit down, we want to see the game!" It's an older couple, there to enjoy a nice afternoon. You're initially inclined to argue with them, urging them not to sit on their hands. You might briefly exchange words with them. Then you simmer down, come to your senses, and take your seat upon being visited by an usher or a police officer acting on a complaint. The scene is symptomatic of a societal phenomenon.

The Value of Wisdom

In our youth-driven culture, we do a poor job of appreciating and valuing the wisdom of older members of the population. We are quick to discard them as not keeping contemporary with the times and not being as enlightened as those in their early to mid-twenties, just entering the workforce fresh out of college, claim to be. Sure, their ways may be outdated. And, they may see things differently than members of subsequent generations do. However, there are some things that they are absolutely correct about. These time-tested veteran staff members understand and realize, unlike some younger people, that the economy and the stock market don't always go up all the time, that things that occurred in their lifetimes really did happen and were not just things that someone later read about in a school history book, and that computers and other machines don't run the world, it's the people operating them who do. It's as if they say, "Look, know-it-all, why not try it both ways

and see for yourself ... (pause) ... thought your way was better, huh? Told you so!"

We, as a society, stand to learn a lot from these most valuable of human resources. Many of them serve as outstanding exemplars. They've made their mistakes in the past and, hopefully, have learned important lessons that they are more than willing to convey to those who follow in their footsteps. They may be frightened and intimidated by sophisticated, state-of-the-art computer technology, unlike the upstart whippersnappers who have displaced them. However, they have a much larger depth of human experiences in their life databases than the twenty-somethings have in theirs.

Brain Drain

Webster's New World College Dictionary defines "brain drain" as "depletion of the intellectual or professional resources of a country, region, etc., especially through emigration." Companies have retooled their personnel, emphasizing a smaller, more technologically savvy, and younger workforce. Brain drain has resulted. What seems to have been lost in this brain drain from corporate downsizing and the taking of early retirement by veteran staff members is institutional memory, which allows an organization to get a sense of the direction in which it is headed as a result of historical perspective. If an organization or a group isn't aware of where it has been and doesn't understand the lessons of previous experiences, how can it possibly hope to successfully chart a course envisioning its future?

Thus, it would seem imperative to harmoniously integrate the generations into an effective and efficient cohesive workforce. The best thing that happens from this is

that the organization gains internal strength because the generations learn from one another. The resulting synergy means that older workers increase their technological acumen, which upgrades their skills and keeps them competitive in the job market, while the junior staff members gain valuable insights and enlightenment from their senior colleagues. This way, the staff and the organization can advance together.

So, whether you're at a game, at home, at work, or out somewhere else, don't be so quick to criticize older people. Just because they may have a chrome dome, frosting on the roof, and/or lines in their face doesn't mean they aren't as passionate as you are about life, home, work, or the game. On the contrary, they are to be respected, treasured, and cherished as valued members of the team.

Reference

Webster's New World College Dictionary, Third Edition, Copyright 1997, p. 169, col. 1.



Resource Review

The Procrastinator's Handbook: Mastering the Art of Doing It Now

By Rita Emmett, Walker and Company, 2000.

Reviewed by Denise Donovan, Personal Savvy

Written by a self-professed “recovering procrastinator,” this book helps the reader realize the negative impact procrastination plays in our lives. Separated into three sections, Getting a Grip on Procrastination, Why We Procrastinate, and Proven Strategies for Conquering Procrastination, the reader learns new techniques, quick tips, and thoughts to consider about procrastination. At the end of each chapter is an “extra credit” section that poses additional questions and ideas for the reader to consider.

Getting a Grip on Procrastination

Do you spend a lot of time feeling guilty about putting things off? Are you then surprised that when you finally start the job, it doesn't take very long? The author suggests that you set a timer for sixty minutes and dive into the task without any coffee breaks or answering the phone, etc.... You will find that you have either finished the task in that hour or have made enough progress that you will continue on until finished.

Have you ever used the excuse, “I work best under pressure?” A series of questions will help you determine if you actually do work best under pressure. The results may be very enlightening. Also, you will notice that when you are doing things at the last minute, Murphy's Law (anything that can go wrong, will go wrong) seems to kick into high gear, which adds extra stress as you attempt to finish the project.

Why We Procrastinate

There are different reasons why we procrastinate, and one reason is out of fear. What are you afraid of? Is it fear of being imperfect or being judged? How about fear of being successful and having to live up to a high standard? Could it be fear of making the wrong decision, so you avoid making decisions (which is a decision in itself)? If fear is causing you to procrastinate, ask yourself the following questions: What am I afraid of? And what if my worst fear came

true in the most horrible way possible? The answers to these questions will help you face and conquer the fear.

Another reason we procrastinate is because we want to do it all. Emmett suggests that “being busy is the status symbol of our age.” We associate being busy with being successful, which isn't always true. It's enough to be busy, but what are you being busy about? To overcome the want to do it all syndrome, one needs to set limits.

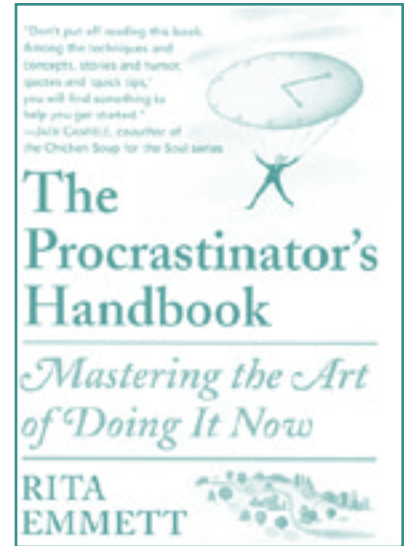
Proven Strategies for Conquering Procrastination

To conquer procrastination, Emmett suggests that you make time to plan. Many of us plunge right into a project without planning. By doing this you may sabotage the project. Taking a little time to write out what you plan to do will save time in the long run.

Another way to conquer procrastination is by becoming a clutter buster. Remember that you can't read everything that comes along, so stop subscribing to magazines you don't have time to read, and become friends with the wastebasket. When you handle paper, either throw it away or file it immediately. Don't put it into another pile that you will have to sort through at a later date.

Procrastinating may have an impact on your wallet. Do you ever pay late fees when you miss the deadline for a bill? How about saving towards retirement? Do you wait until the very last minute to file your income taxes? In the long run, procrastination causes you to lose money, so it is important to take charge of your finances.

After reading *The Procrastinator's Handbook*, you will learn to take charge of your life. By conquering procrastination, you will have the time to create the life we want.



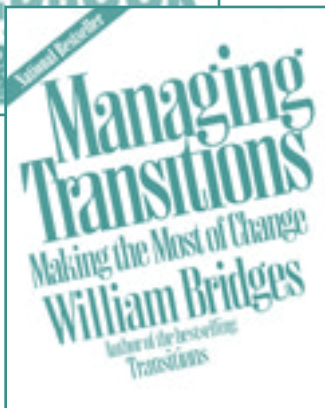
Lack of planning on your part does not constitute an emergency on my part.



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New Resources



Managing Group Process. Marvin R. Gottlieb. Westport, CT: Praeger, 2003. Aimed at front-line and senior managers faced with ongoing reorganization and an increasingly reluctant workforce, this book examines what it takes to facilitate problem solving, decision-making, and workforce retention and commitment. Six core skills essential to facilitating group processes are presented and include: initiating, questioning, active listening, responding, resolving, and closing/committing.

Thinking for a Change: 11 Ways Highly Successful People Approach Life and Work. John C. Maxwell. New York: Warner Books, 2003. Drawing on the words and deeds of many of the world's greatest leaders and using interactive quizzes, this empowering book helps you assess your thinking style, guides you to new ones, and teaches you the secrets of "big-picture thinking," "focused thinking," "creative thinking," "reflective thinking," and "shared thinking."

The 1001 Rewards & Recognition Fieldbook: The Complete Guide. Bob Nelson and Dean Spitzer. New York: Workman Pub., 2002. This resource covers all facets of individual, team, and organizational rewards and recognition. It not only shows you how to turn rewards and recognition into real bottom-line business results, but also explains how to leverage, maximize, and sustain the impact of rewards and recognition.

The Jericho Principle: How Companies Use Strategic Collaboration to Find New Sources of Value. Ralph Welborn and Vince Kasten. Hoboken, NJ: J. Wiley & Sons, 2003. In the Old Testament, Joshua blew his trumpet and the walls of Jericho came tumbling down. In the business world, competitive uncertainty is the trumpet that breaks down your company walls. Collaboration opens new possibilities, but also exposes your busi-

ness to new risks. No matter what you call it—strategic partnership, key alliance, business-to-business connectivity, supply-chain integration, co-opetition, or preferred provider status—collaboration is fundamentally about aligning your activities and processes with those of other organizations to create shared value and manage shared risk.

Managing Transitions: Making the Most of Change (2nd Edition). William Bridges. Perseus Books Group, 2003. From the most trusted voice on transition, this book is a thoroughly updated and expanded edition of the classic guide to dealing with the human side of organizational change. Without a clear understanding of what transition does to employees and what employees in transition can, in turn, do to an organization, the job of managing workplace change can be difficult; managed poorly, the result can be disastrous to the morale and stability of the staff.

Leading Change in Your World. Mark A. Smith and Larry M. Lindsay. Marion, IN: Triangle Publishing, 2001. This book is an invitation to think creatively, feel passionately, visualize expansively, and become an "agent of change." Building upon their broad knowledge and experience in change management, the authors present a blueprint for leading and facilitating constructive change. The book offers strategies and tools to increase self-knowledge; renew, enlarge, and energize thinking; expand vision and extend influence; solve organizational problems; and lead organizational change. You will discover the importance of stretching your comfort zone, maintaining a cooperative team spirit, and celebrating excellence at all levels of your personal and interactive life. This book will help you to respond to the challenge of change in a way that brings hope, vision, and opportunity to the organizations in which you serve.