

# **Leadership: An Overview of the Literature and Web-Based Resources**

## ***An Annotated Bibliography of Recent Works and Resources Available on the World Wide Web***



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### **Introduction**

Leadership is conventionally defined as the ability to get things done through others, the process by which a leader exerts influence over others to move towards a vision. Leadership is distinguished from management, in that leadership implies a vision, or some sense of a higher and purpose beyond the day to day task of managing the work production of an organization or agency. However, most leadership texts note the importance of good management skills to the implementation of a leadership agenda.

Many of the readers of this bibliography will be engaged in the implementation of change in complex systems and agencies. Leadership will be a critical element in any such change effort. For the initiative to succeed, someone (or many someones) will need to articulate a vision, motivate the aligned energy of groups of people, negotiate resources, resolve conflicts, keep the change process moving in the desired direction, and stimulate appropriate adjustment to ever-changing conditions. This is leadership.

Books on leadership abound and motivational speakers traverse the country consulting with Fortune 500 companies and others on leadership development strategies for gaining the upper hand in their companies and in the community. Many of these start with the view, gaining ascendancy in the last twenty years, that we are operating in a new economy, calling for new paradigms of organizational dynamics, and for new notions of leadership. These new views are a good fit for the complex interlocking systems involved in serving youth and families.

The traditional view of organizations was that organizations operate as a machine with an interlocking hierarchy of gears, controllable by top – down directive, and functioning in a world that can be predicted and managed. Within this view, leadership would entail strong directive and task skills, and a clear idea of the objective, usually formed by the individual independent of input from others. Leadership was also a function of position, a power possessed only by the

person (usually a man) at the top. This model of leadership does not match new views of organization, and may never have matched the complexities of social service management.

The new view of organizations is much more complex and less predictable, calling for a new view of leadership. Organizations and systems are now seen as interdependent, complex, and diverse. They are seen as consisting of informal and tenacious cultures that are much more impervious to change than the objects (people and resources) they contain. Even in the corporate world, and especially in the non-profit and governmental sectors, the environment is made of a complex network of customers, suppliers, and interlocking markets – and subject to sudden, unpredictable change. Diversity is the key to success, and the ability to innovate and flex strategies is imperative. The game is no longer winnable using strict win-lose strategies.

The public sector reflects these trends as well, with its multiple stakeholders and complex systemic drivers. The workforce is diverse. The pace of change is accelerating rapidly and outcomes to intractable social problems are expected overnight. There is no such thing as linear change (if there ever was). A leader must be able to chart a course through systems described as “chaotic”, as “permanent whitewater”.

A new model of leadership is needed to match these new organizational conditions, and there is quite a body of research designed to define the set of skills that would make up the most effective kind of leader. Often these new models stress the interpersonal aptitude of the leader, the ability to authentically articulate core principles and a sense of meaning for oneself and for others, and the skill to tap the deep resources of creativity and passion of team members. Without abandoning traditional skills, such as strategic planning, team-building, and conflict management, the ‘new’ leader will also provide a principled context, or a higher purpose for staff and customers, and will attend to the symbol systems and visions of the initiative. The leader will attract a diverse team. She or he will reward a diverse set of skills, creatively aligned towards one outcome. Authenticity, alignment with principles and personal integrity are prized.

The publications below speak to this new world of leadership, offering a range of resources for those wishing to lead their organization or system into a new way of operating. Many are based on empirical research and case studies from the corporate, public, and not-for-profit sectors. Most offer case studies to understand the application of principles presented. Others offer personal inventories and action plans for skill development and personal planning. There is something here for anyone from the experienced leader, to someone just stepping into their first management position, and including the student of leadership.

## **Published Works**

**Astin, A. W., Astin, H. S., & Associates. (2000). *Leadership Reconsidered: Engaging Higher Education in Social Change*. Kalamazoo, MI: W.K. Kellogg Foundation.**

Astin and Astin worked with a group of leadership scholars who were particularly interested in the development of leadership in higher education. Working from a transformational model of leadership, in which the context of a meaningful and moral outcome is as important as the skills used to get there, they identified five personal qualities of a leader, and five group qualities that would encourage leadership development. The individual characteristics are: self-knowledge, authenticity, empathy, commitment, and competence. The group characteristics identified are:

collaboration, shared purpose, division of labor, disagreement with respect, learning environment

**Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. Cambridge, MA: Harper and Row.**

This early book asserts and describes a new environment in which leadership must be executed: one of worker/public apathy, complexity, uncertainty, and a loss of credibility in the highest offices. The authors propose a new theory of leadership based on interviews with ninety public and private sector executives who have engaged in organizational transformation efforts. Bennis and Nanus develop in this book ideas of what a transformative leader might be – one who “converts followers into leaders” (p.3). They start with the notion that leading others and managing yourself are interactive dynamics. The result of managing this successfully will be the empowerment of others ... a fundamental ingredient to organizational success, and possibly the object of true leadership.

Four key strategies are:

1. Attention through vision: paying attention, synthesizing vision into a choice of direction, focusing attention by developing commitment
2. Meaning through communication: addressing the social architecture (the culture and climate of the organization)
3. Trust through positioning. Developing a predictability, the experience of being known by the external environment. This starts with being clear what business one is in (related to vision), aligning the internal environment, changing the external environment, and establishing new linkages.
4. Deployment of self - discusses the learning organization, how to encourage and foster innovation and learning, how to nurture the creative talent of staff, and beginning with understanding oneself, and developing interpersonal competence.

The book ends with a discussion of management education and self-development as a leader.

**Bolman, L. G., & Deal, T. E. (1991). *Reframing Organizations: Artistry, choice, and leadership*. San Francisco: Jossey - Bass Publishers.**

This book provides both conceptual and practical access to a wide foundation for leadership principles. The intent is to illuminate leadership through four frameworks, each providing a particular vantage point for organizational analysis and leadership. The four frames are: structural, human resources, political, and symbolic. Drawing extensively on the best writing in the fields of organization development and leadership, each frame is described, and then examples and applications for leadership are presented. This solid book will offer a good review of a range of management literature, and offer a number of case studies and examples for leadership development or understanding and analyzing leadership issues.

The structural frame allows one to analyze the way people interact and relate, how work is assigned, and how accountability and checks and balances are designed into the pattern. Bolman and Deal review the model and describe what is known about appropriate structures (from bureaucratic to free-form and ad hoc) for a range of tasks and environments.

The human resources frame stresses the relationship between people's needs and the organizations in which they work, and proposes that even in times of environmental turbulence, investing in people will produce the best result over time. These sections of the book include a review of interpersonal dynamics and approaches to resolve conflict.

The political frame allows one to see the dynamics of coalitions, enduring differences among members, the allocation of scarce resources, conflict, power, and the whole process of bargaining, negotiation, and jockeying for position among different stakeholders. (p. 163). They propose that a wise leader will be an astute politician and will employ power constructively, and they offer a review of the literature on how this might be approached.

The symbolic frame allows the manager to tap into the power of symbol, ritual, myth and drama, to manage the meaning ascribed to events. This can release the deep intrinsic motivation in staff and customers to increase loyalty, passion, and creativity that cannot be tapped by other means. The application chapter here focuses on organizational culture.

**Corbin, C. (2000). *Great Leaders see the future first: Taking your organization to the top in five revolutionary steps*. Chicago, IL: Dearborn Financial Publishing, Inc.**

This volume addresses the emerging need for leaders to 'get the jump on' the future. Given the rapid pace of change, a great leader will develop the capacity to scan the horizon, identify future trends, and position the agency or system to meet future needs. Based on her work with managers and leaders from public and non-profit sector organizations, Corbin identifies the competencies a future-oriented leader must develop. The book starts with a "self-test" the reader can take, and leads into a series of chapters each introducing trends of the future and management behaviors needed to take advantage of them. Each chapter ends with questions for thought and strategies for leadership development. The four general steps covered are:

- Step 1. Orchestrate a 360° world view (strategies for identifying trends)
- Step 2. Order the Chaos (working with sources of chaos in the organization and structuring to develop an empowered organization that is flexible to sudden change)
- Step 3. Blend multiple organizational models (developing an organization that draws on the best organizational attributes of several sectors of the economy)
- Step 4. Engage the whole person (developing and nurturing the whole person among employees, so as to be poised for innovation).

**Covey, S. R. (1990). *Principle-centered leadership*. New York: Simon and Schuster.**

Stephen Covey, the author of the much-read book *The Seven Habits of Highly Effective People*, also published this work bringing the notion of principle-centered leadership to the field. In the first section, he speaks of the development of a leadership style that leads "from the inside out", and is based on the personal attributes of integrity, maturity, and an abundance mentality. Throughout he returns to the theme of developing one's own principled center as access to being an empowering leader. In the second section of the book he attends to the craft of leadership in a management role. His goal is for a leader to build a high-trust culture where people are empowered to strive for their best, and seeking to align "strategy, style, structure and systems" with the professed mission and with the realities of the environment. At four levels of leadership (personal, interpersonal, managerial, and organizational) he presents concrete approaches to live by the respective principles of trustworthiness, trust, empowerment, and alignment. This book moves the craft of leadership from one focused strictly on organizational outcomes, to one focused on an ethical core and the pursuit of a higher purpose or meaning in life for the leader and for organizational members. Covey concludes with a call for

'transformational leadership' and offers coaching on how to build one's own personal constitution for leadership.

**Follett, M. P. (1996). *Prophet of management*. Boston, MA: Harvard Business School Press.**

Edited by Pauline Graham, this is a collection of articles by one of the earliest management writers – a social worker named Mary Parker Follet. Born and educated at the end of the 19<sup>th</sup> century, Follett worked and wrote in the first half of the twentieth century and has been rediscovered for the prescience of her management theories. Reflecting an empowerment framework, with an eye to developing a supportive and rewarding organizational culture, her theories are still cited as source materials by management theorists today, and have been revisited in this collection. This readable book, available in paper back, is not to be missed by social workers interested in management and administration.

**Garner, Leslie H. (1989). *Leadership in human services: How to articulate and implement a vision to achieve results* (first edition ed.). San Francisco: Jossey-Bass.**

This book takes theories of leadership into specific applications to the public sector. It is included in this list because it is one of few books to apply new leadership theories to the unique constraints of leadership in public or large private human service agencies. The author recognizes the unique pressures of operating in a highly visible environment, held accountable by the press, government audit agencies, and a variety of advocacy groups. He uses the book to outline an approach that focuses the diffuse energies of all the players in the bureaucratic system, in ways that will ultimately benefit clients and the community as a whole. Key concepts are: vision, results-oriented management, organizational climate and culture, and sustaining success over time. Real-world agency case studies ground the concepts in examples that will be familiar and encouraging to the reader with a social services background.

**Isaacs, W. (1999). *Dialogue and the art of thinking together: A pioneering approach to communicating in business and in life* (1st ed.). New York, New York: Doubleday.**

From quantum physics comes the view that all human interaction occurs in a 'field' of possibility. This moves the world view from attending to the objects in the field (the individual players) to attending to the field in which these objects (or players) interact. In systems change, the purpose of leadership would be to move an organization or a system and its participants, to new ways of thinking and doing. The main tool available for this is conversation – speaking and listening to one another, which is harder than it sounds. The problem is that most human communication is within the bounds of our pre-set agendas, and limited by already-existing world views. Rarely do we listen openly enough to hear new ideas or to understand, appreciate, and benefit from another's experience. A new kind of conversation, one that attends to the *field* as well as the agenda, is needed. This is the challenge dialogue was invented to meet.

The practice of dialogue – what the author and others call "thinking together" – was originally developed by the physicist David Bohm. It requires listening with one's own agenda suspended, and speaking to a common (implicate) order. Isaacs has applied these methods in a range of major corporations as a consultant and as the Director of the Dialogue Project at the Sloan School of Management at MIT. In this volume he outlines the nature of a dialogue, practices for suspending one's own agenda and the agenda of others, and the various roles people are likely to play in a dialogue. He recommends practices a leader can undertake to establish a

'container' for a dialogue so that people in a family, group, or organization can authentically 'think together' to move together into a new way of relating and responding to challenging problems.

This is very stimulating reading on a powerful new approach to engaging in organizational dialogue, change, and breakthrough thinking and learning.

**Kouzes, J. M., & Posner, B. Z. (1990). *The leadership challenge* (First Edition ed.). San Francisco, CA: Jossey - Bass.**

Kouzes and Posner developed their theory and wrote this book based on interviews with successful leaders from both the corporate and the not-for-profit or public sectors. They distinguish leadership as a set of behaviors, not personality traits, and thereby make the practice of leadership accessible to ordinary people, not only a few charismatic individuals.

They say that successful leaders do five things:

1. Challenged the process
2. Inspired a shared vision
3. Enabled others to act
4. Modeled the way
5. Encouraged the heart.

This book is very readable, and offers useful examples to illustrate each behavior. The leadership practices inventory (LPI) Kouzes and Posner developed for this work (which has been tested with over 3,000 individuals) is now available to all. Using this they have found that these practices are characteristic of leaders in a variety of cultures, in both the private and public sector, and hold true for both men and women leaders (though women consistently score higher on 'encouraging the heart'). The LPI is available for leaders to take themselves and administer to others to establish areas of mastery and growth in developing their own leadership abilities.

**Lipman-Blumen, J. (1996). *Connective leadership: Managing in a changing world*. New York: Oxford University Press**

Dr. Lipman-Blumen draws on extensive study of leaders from the profit and not-for-profit sector to make the case for a new model of leadership. Describing two prior stages of history – the first of independent rulers, the next of geopolitical alliances – Lipman - Blumen says that we are now moving into a new, third phase of leadership characterized by the dynamic tension between diversity and interdependence. Leadership behaviors such as being directive were rewarded in previous eras. In this current era ("Phase 3") the successful leader will draw on relational and instrumental skills to form alliances and tap the strength of diverse staff. This well-written book offers descriptions of nine sets of leadership behaviors, and provides a solid research base for the application of each to management and leadership. Dr. Lipman-Blumen gives case examples of Phase 3 leaders from social services and the corporate sector who have effectively used instrumental and relational skills to advance their strategic vision. This volume will certainly provoke new thoughts about leadership, and will offer direction on where a person could develop him or herself to make a bigger difference.

**Luke, J. S. (1998). *Catalytic leadership: Strategies for an interconnected world*. San Francisco: Jossey-Bass**

This book presents a model of leadership design specifically for the world of a leader in the public sector – a world of interconnected systems with multiple stakeholders, where, successful leadership as the author says “was more catalytic and collaborative than charismatic and controlling”. Luke has spent most of his consulting and research life looking at public sector initiatives in economic and social problem-solving and his model of leadership grows out of these experiences. His examples and recommendations are firmly rooted in the world of public service and social problem – solving, and would be valuable for any leader operating in this set of circumstances. He names four tasks of leadership in this setting:

1. Focus attention by elevating the issue to the public and policy agendas
2. Engage people in the effort by convening the diverse set of people, agencies, and interests needed to address the issue.
3. Stimulate multiple strategies and options for action
4. Sustain action and maintain momentum by managing the interconnections through appropriate institutionalization and rapid information sharing and feedback.

(preface, p. xv)

In chapters on each, Luke presents case studies and detailed suggestions as to how to carry out each of the recommended tasks. He concludes with chapters on working with groups and developing one’s personal passion and character as a leader. This book is one of the few written on leadership that addresses the large interconnected public systems in which many systems change activists will work.

**Manske, F. A. (2000). *Secrets of effective leadership: A practical guide to success* (4th Edition ed.). Mount Pleasant, TN: Leadership Education and Development Inc.**

Author Manske defines leadership as ‘obtaining excellence from people’, and proceeds to outline seventeen basic attributes of leadership, with a chapter on each one. In addition, he addresses the leader’s personal life as the foundation for effectiveness, and offers chapters on stress and time management and healthy home life. The book concludes with a self-test a person could take to identify arenas of growth. This book says the effective leader:

1. builds group cohesiveness and pride
2. lives by the highest standards of honesty and integrity
3. shares information openly and willingly
4. coaches to improve performance
5. insists on excellence
6. sets the example for others to follow
7. holds subordinates accountable
8. has courage
9. shows confidence in people
10. is decisive
11. has a strong sense of urgency
12. makes every minute count
13. earns the loyalty of employees
14. is employee centered
15. listens actively
16. is determined
17. is available and visible to his or her team.

**Maxwell, J. C. (1993). *Developing the leader within you*. Nashville, TN: Thomas Nelson, Inc.**

One of the core dynamics of leadership is change. Very few leadership texts look at the core issue of how the leader oneself changes over time. This book focuses on the developmental path of a leader, outlining key personal capacities, including the ability to set priorities, to manage one's integrity, to understand change processes, to solve problems, to maintain a positive attitude, to develop people, to craft a vision, and to maintain self-discipline. By practicing these skills, a leader can move from leadership as a function of position, to a place where leadership is a function of and expression of one's own personhood. Maxwell has done much of his work with leaders of church communities and his religious foundation is clear in the writing. Other books by Maxwell are also available, and equally accessible. These include:

**Maxwell, J.C. (1995) *Developing the leaders around you*. Nashville, TN: Thomas Nelson, Inc.**

A discussion of the importance of identifying and developing future leaders, and skills involved in building the next generation of leaders.

**Peters, T. (1988). *Thriving on chaos: Handbook for a management revolution*. New York: Alfred A. Knopf.**

Written by one of the 'gurus' of management, this was one of the first books to explicitly draw in the notion of chaos theory as an underpinning for leadership and management. Peters, who had originally written *In Search of Excellence*, and *A Passion for Excellence* states that his earlier work and that of others were recipes for success in a relatively stable and predictable world, a world which has since disappeared. The new world, recognizable to any leader in social services, is characterized by accelerating and sudden change, by complexity, by unpredictability, and by the need to respond quickly to changing circumstances with innovation and flexibility. The moment of chaos is not to be avoided, but embraced as the access to organizational reinvention and reformulations. Peters outlines forty-five strategies for leadership in five broad areas:

- Creating total customer responsiveness: ten approaches to listening and responding quickly and with quality to customer needs.
- Pursuing fast-paced innovation: ten approaches to building a culture and capacity for quick innovation
- Achieving flexibility by empowering people: ten approaches to tapping the best people have to offer, including how to 'eliminate bureaucratic rules and humiliating conditions'.
- Learning to love change: a new view of leadership at all levels: ten approaches to vision, attention, use of self, and creating a sense of urgency
- Building systems for a world turned upside down: what you measure, control tools, goal setting and integrity.

Though written more than ten years ago, this book is accessible, inspiring, and loaded with examples applicable to the current era. A leader can dip into any chapter and find insight and direction.

**Ponder, R. D. (1998). *The leader's guide: 15 essential skills*. Central Point, OR: The Oasis Press / PSI research.**

This book is a good handbook combining both leadership and management skills. It includes some of the basics of management, such as project planning and decision-making, time and team management, diversity and staff development, and motivating and coaching a team. Conflict resolution based on win-win principles and strategic planning are also included. It includes concrete directions on how to deal with a wide range of management dilemmas. This would be a useful resource to a leader new to the management side of his or her job.

**Rabbin, R. (1998). *Invisible leadership*. Lakewood Colorado: Acropolis Books.**

This volume goes one step beyond Covey in looking at the inner core, or “why” of being a leader. Rabbin, who has a background in spiritual practices and teaching, moves into the world of management with the question of where a leader comes from in doing his or her work. He encourages us to be centered in our own inner sense of purpose, accessed through reflection, and through the practice of being present. As many leaders seek to form an agency or business that is about more than just the bottom line, this volume will be an inspiration to live a life of larger meaning and wholeness. Rabbin says a leader must first be a mystic, to stay centered, available, and powerful in the rapidly changing and unpredictable world of management today. If we don't he cautions that there will be a world of “weird failures” (quoting the Sufi poet Rumi) and misaligned intentions.

**Spears, L. C. (Ed.). (1998). *Insights on leadership*. New York: John Wiley and Sons.**

The traditional view of leadership is top-down – telling people what to do and being an expert for others to follow. Robert Greenleaf developed an alternate theory of “Servant- Leadership” and launched a new world of thought about how a leader can be more powerful by tapping the intrinsic motivation and passion of those in the organization. Editor Larry Spears, who directs The Greenleaf Center for Servant Leadership, says it is the role of a leader to develop a culture of trust, and then to “lead people by coaching, empowerment, persuasion, example, modeling.” (*Forward, xvii*). To explore this further, the editor has collected a series of articles by well-known management writers and consultants reflecting on this model of leadership. This volume is organized into four sections: service, stewardship, spirit, and servant leadership, and includes articles by Steven Covey, Ken Blanchard, Peter Block, Margaret Wheatley, James Autry, Parker Palmer, and Joseph Jaworski. While the concept of ‘servant leadership’ is well-illuminated by the end of the collection, this book offers much more than that, and will touch on almost every chord of new thinking on who a leader could be. It has excellent articles on meaning – making, on self-care and rejuvenation, on inverting the pyramid, and on building empowering cultures. Each author is first a good writer, making the collection one that is eminently readable and useful.

**Wheatley, M. J. (1992). *Leadership and the new science* (1st Edition ed.). San Francisco: Berrett-Koehler Publishers.**

In this book, Margaret Wheatley further contributes to the distinguishing of new organizational paradigms. She proposes new models of leadership that move away from “command and control” and take into account the ever-changing (even chaotic) complexities of current

management environments. To develop the new models of leadership, Wheatley reaches into the worlds of biology, chemistry, quantum physics, chaos theory, and other aspect of 'new science'. These provide support for a model of leadership that elicits individual motivation and passion, in a unifying 'field' of an organizational vision and intention. By going along with the physics of how change actually occurs in large systems, Wheatley proposes that new leadership practices will be much more effective in achieving organizational alignment, productivity, and change. Based on new sciences, she encourages leaders to focus on relationships, to understand and intervene based on the basic interconnectedness of all things and behaviors, and to see disorder and chaos as the moment a system is about to change. Many "new writers" draw on chaos theory in an attempt to describe and understand the fast pace of change. Margaret Wheatley does the best job of painting the picture and inviting the reader to enter the world captured by the new sciences.

## **Web-Based Resources**

### **Center for Creative Leadership**

<http://www.ccl.org/>

This website is sponsored by a non-profit educational institution committed to promoting creativity in leadership, and a broader sense of the role of business in society. In addition to information about the institute's training programs and consulting work, the site offers resources for leaders. For example, the Center created a performance assessment tool called 360° Assessment, and information about this and other assessment tools is available on the site. One of the most valuable resources available on this site are downloadable guide books for leaders. At this writing, two are available – on leadership resilience and on communicating across cultures. Both are comprehensive, concrete, and very useful.

### **Advancing Women in Leadership**

<http://www.advancingwomen.com/awl/awl.html>

This site is actually an on-line journal. In the words of the editors it "represents the first on-line professional, refereed journal for women in leadership" and it "publishes manuscripts that report, synthesize, review, or analyze scholarly inquiry that focuses on women's issues". The site contains sites addressing issues faced by the individual woman leader, including job listings, networking opportunities, and financial advice, as well as networks for women with common interests, such as women leaders in education, Hispanic women leaders. The journal addresses issues of women in leadership and workplace issues for women.

### **The Community Leadership Association**

<http://www.communityleadership.org/>

This association is dedicated to "nurturing leadership in communities throughout the United States and internationally". According to the website, its mission is "to strengthen and transform communities by enhancing the capacity of inclusive, community leadership development efforts." Resources available on the website include more information about the association itself, its strategic plan, and an annual leadership conference and workshops, as well as discussion forums for members and for non-members to discuss leadership topics. A sampling

of topics on the open discussion forum recently included the following discussion topics: funding sources, diversity in leadership, what makes a good leader, youth leadership, senior leadership, low income women in leadership, job postings, an exchange of ice-breakers and team-building exercises, and a discussion of citizen participation. The site also includes links to the websites of foundations and organizations related to the mission of the Community Leadership Association.

### **Greenleaf Center for Servant-Leadership**

<http://catalog.greenleaf.org>

As described in the book “Insights on Leadership” listed above, “servant leadership” is a phrase originally coined by Robert Greenleaf to address a new model of leadership, one where the leader serves those working in the organization and the organization’s mission, not the other way around. This notion has been a touchpoint for writing on leadership that stresses principled leadership, attention to people and relationship, and attention to the wholeness and integrity of the leader him or herself, all with an eye to increasing the effectiveness of the organization. This website offers a catalogue of leadership books to, in their words, “help you become an authentic and effective leader”. The categories of books include: personal leadership development, books by Robert Greenleaf or about servant leadership, books by other authors writing to illuminate the concepts of servant leadership, and titles on organizational leadership development. This is a wonderful site from which to begin an exploration of the leadership literature.

### **African American Leadership Institute**

<http://www.academy.umd.edu>

This site, one of several sites within the site for the University of Maryland’s James MacGregor Burns Academy of Leadership, is dedicated to the development of the “transforming leaders needed to tackle the challenges of the 21<sup>st</sup> century. The site will connect the viewer to books and other resources on African American leadership, to information about training and fellowship programs, to information on specific initiatives such as mobilizing New York, and race and welfare. It contains links to other web resources particular to African American leadership.

### **Leadership for a changing world**

<http://leadershipforchange.org/>

This is the website for a program funded by the Ford Foundation that recognizes leaders who are making a positive difference in improving people’s lives in communities across the United States. Each year the program recognizes 20 “outstanding leaders and leadership groups...[who] ... work in such areas as economic and community development, human rights, the arts, education, human development, sexual and reproductive health, religion, media, and the environment.” Each leader who is recognized is listed on the website, receives a financial award, and participates in the development of a research base to deepen the understanding of

community leadership. Current community leaders will benefit from this website not only for news of the program itself, but for the opportunity to read interviews with outstanding community leaders, and articles on leadership.

This site is hosted by two researchers at the Robert F. Wagner Graduate School of Public Service at New York University. The researchers are using a qualitative and participatory approach to develop a new model of what leadership would look like in a community setting. They say they are “drawing in particular on new leadership theories that pay attention to the role of culture and meaning-making as well as to the interconnections between leaders and communities. In addition, they draw from theories on social change ranging from social movements and collective action theory to accounts of activism and community organizing, as well as multicultural insights coming from scholars concerned with the role of social change leadership within ethnic and feminist communities. “

The site contains references to other writings on community leadership.

### **Institute for Women’s Leadership**

<http://www.womensleadership.com/>

This website provides access to training programs and workshops this company offers for women leaders. They say their programs focus not just on what a woman leader must know and do, but also on the underlying beliefs and values of the woman leader – who she must be, and the context in which she operates. Workshops are offered for women leading change initiatives, for women of color in leadership positions, and for men and women leading change initiatives. Coaching is also available.

### **The Center for Innovative Leadership**

<http://www.cfil.com/>

This site is sponsored by the Center for Innovative Leadership at. In addition to promoting their own publications on leadership and management, the site has downloadable articles on leadership, most with a corporate slant. The site also offers a wide-ranging bibliography of major works on leadership written since 1980, complete with links to Amazon’s website for complete information on the book and easy purchase information.

### **Overview of Leadership in Organizations, Written by Carter McNamara, MBA, PhD**

<http://www.mapnp.org/library/ldrship/ldrship.htm>

This is a written essay on leadership in non-profit and for-profit organizations. It provides a definition of leadership, a summary of leadership theories, a discussion of whether leadership and management can or should be separated, a set of suggested competencies and traits leaders should possess or develop, and a basic guide to management and supervision. There

is also a brief promotional section on an e-mail course to develop management skills in non-profit management.

### **Leadership Now**

<http://www.leadershipnow.com>

This site is based on the premise that everyone can be a leader, regardless of position, gender, or age. The site offers articles, books, videos, and other resources for use by people in families, businesses, and communities. It links to other leadership sites on the web. One interesting and unusual feature is a section just for quotations by leaders or on leadership on a wide variety of subjects.

### **Institute for Collaborative Leadership**

<http://home.att.net/~randagroup>

The Institute for Collaborative Leadership is a nonprofit organization dedicated to helping leaders build and manage productive collaborations, partnerships, teams & coalitions. This website has a list of downloadable articles and book reviews, a list of services the Institute offers, and connects the viewer to a study by the Chapin Hall Center for Children on non-profit strategic alliances.

### **The Leadership Challenge Home Page**

[www.theleadershipchallenge.com](http://www.theleadershipchallenge.com)

This website is developed as a companion to Kouzes and Posner's book *The Leadership Challenge* (reviewed above). It offers access to more information on the five principles of leadership outlined in the book and to research using the leadership instrument developed by the two authors.