

**Dianne E. Young  
Nancy M. Dixon**

# **HELPING LEADERS TAKE EFFECTIVE ACTION**

**A Program Evaluation**

**CENTER FOR CREATIVE LEADERSHIP**

# Helping Leaders Take Effective Action A Program Evaluation

**Daniel Goleman, Richard E.  
Boyatzis, Annie McKee**



## **Helping Leaders Take Effective Action A Program Evaluation:**

*Helping Leaders Take Effective Action* Dianne P. Young, Nancy M. Dixon, 1996 In 1991 the Center for Creative Leadership CCL launched its LeaderLab program with the goal of helping executives take more effective action in their leadership situations This publication presents findings of a program evaluation that explored whether program participants took more effective action in their leadership situations Data were obtained from a questionnaire of 29 participants and 38 nonparticipants telephone interviews with 27 participants their coworkers and process advisors and telephone interviews with 32 participants The questionnaire indicated that participants were perceived as having made significant positive change on every category except balance and that this positive change was associated with increased effectiveness The first set of telephone interviews showed that participants took the most action in the following areas interpersonal relationships organizational systems coping with emotional disequilibrium facilitating communication listening sense of purpose vision and balance family The control group made fewer changes than did the program participants The second set of telephone interviews showed that participants favored the assistance of the process advisor the program's structure the visioning and action planning exercises the diversity of participants and the artistic activities An unexpected finding was that many participants came to the program with a reasonable amount of turbulence in their personal and work lives They reported four types of turbulence that affected their ability to carry out action plans general work related job specific personal and psychological Participants approached implementation from three different models goal focus vision focus and process focus Ten tables 2 figures a list of CCL publications an index and an appendix containing further information on outcome studies are included Contains 37 references LMI *Leadership Resources* Center for Creative Leadership, Greensboro, NC., 2000 This guide provides over 300 pages of resources suggested by leadership educators in surveys Center for Creative Leadership staff and search of library resources This eighth edition is half new including web sites and listserv discussion groups and it places a stronger focus on meeting the needs of human resources professionals and corporate trainers An annotated bibliography groups leadership materials in several broad categories overview in context history biography and literature competencies research theories and models training and development social global and diversity issues team leadership and organizational leadership 180 pages Includes annotated lists of journals and newsletters 9 pages instruments 21 pages exercises 41 pages instrument and exercise vendors 5 pages videos 29 pages video distributors 4 pages web sites 6 pages organizations 21 pages and conferences 9 pages Contains a 66 page index of all resources TEJ **The Center for Creative Leadership Handbook of Leadership Development** Ellen Van Velsor, Cynthia D. McCauley, Marian N. Ruderman, 2010-01-29 In one comprehensive volume The Center for Creative Leadership provides the accumulated expertise of its faculty cultivated over the past thirty years This revised edition includes new chapters on leadership in teams global leadership and leading through transitions as well as a new ancillary website that contains chapters that were removed from

2nd and 3rd edition as well as practical tools and resources Written for HR consultants and leadership development professionals within and all types of organizations      **The Center for Creative Leadership Handbook of Leadership Development** Cynthia D. McCauley, Ellen Van Velsor, 2004-01-16 The Center for Creative Leadership CCL is the world's largest institution devoted exclusively to leadership research and education For more than three decades CCL has studied and trained hundreds of thousands of executives and worked with them to create practical models tools and publications for the development of effective leaders and leadership This second edition of The Center for Creative Leadership Handbook of Leadership Development brings together the wealth of practical knowledge that CCL has gained from this experience It explores the essence of leadership development reveals how individuals can effectively enhance their leadership skills and demonstrates what organizations can do to help build leaders and leadership capacity The book also includes a companion CD ROM that contains a library of classic CCL publications for practicing leaders      **Coaching for Action: A Report on**

**Long-term Advising in a Program Context** Victoria A. Guthrie, 1999-03-23 The Center for Creative Leadership developed the role of process advisor in order to provide a long term coaching solution within the context of its LeaderLab program Process advisors encourage and enable individuals to take more effective action in leadership situations action that develops those individuals and others in the pursuit of goals that benefit all      **The CCL Handbook of Coaching** Sharon Ting, Peter Scisco, 2012-06-14 Coaching is vital to developing talent in organizations and it is an essential capability of effective leaders The CCL Handbook of Coaching is based on a philosophy of leadership development that the Center for Creative Leadership has honed over thirty years with rigorous research and with long rich experience in the practice of leadership coaching The book uses a coaching framework to give a compass to leaders who are called to coach as a means of building sustainability and boosting performance in their organizations The book explores the special considerations that leader coaches need to account for when coaching across differences and in special circumstances describes advanced coaching techniques and examines the systemic issues that arise when coaching moves from a one to one relationship to a developmental culture that embraces entire organizations      **The 2010 Pfeiffer Annual** David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith, Ron Meeks, 2010-01-19 This comprehensive resource includes an international panel of contributors who are leading academics and practitioners in the field Their combined wisdom has created the most authoritative and up to date source for new ideas tools models and contemporary practices in leadership development This unique volume is a world class resource for all practitioners teachers and students of leadership development Book Jacket      **Using an Art Technique to Facilitate**

**Leadership Development** Cheryl De Ciantis, 1995-10-01 As a part of the effort to find new ways to promote the development of leadership trainers have begun to make use of artistic activities One such activity is the touchstone exercise in which people create sculptures that represent their vision and purpose as leaders This report describes how the exercise is conducted provides examples of sculptures or touchstones produced in programs at the Center for Creative Leadership and

considers the effectiveness of the activity as a means of facilitating leadership development      **The Routledge Companion to Management and Workplace Spirituality** Joan Marques, 2019-03-06 The Routledge Companion to Management and Workplace Spirituality provides readers with a broad cutting edge overview of the discipline of management spirituality and religion MSR Marques has gathered leading scholars from around the world who share their insights and research on important topics such as linking spirituality and religion cultural influences on workplace spirituality mindfulness and managing spiritually averse people The volume also covers each of the major religions from both East and West as well as leadership and spirituality and issues related to linking spirituality to ethics sustainability and corporate social responsibility This volume will prove invaluable to any student or researcher looking for a comprehensive survey of the field of MSR

**Public Health Leadership** Louis Rowitz, 2003 Public Health      **The SAGE Handbook of Management Learning, Education and Development** Steven J Armstrong, Cynthia V Fukami, 2009-05-07 The scholarship of management teaching and learning has established itself as a field in its own right and this benchmark handbook is the first to provide an account of the discipline Original chapters from leading international academics identify the key issues and map out where the discipline is going Each chapter provides a comprehensive and critical overview of the given topic area highlights current debates and reviews the emerging research agenda Chapters embrace the study of organizations as a whole the concepts of individual and collective learning the delivery of formal management education and the facilitation of management development Through consideration of these themes the Handbook analyzes promotes and critiques the contribution of management learning education and development to management understanding It will be an invaluable point of reference for all students and researchers interested in broadening their understanding of this exciting and dynamic new field

Readings in Innovation Stanley S. Gryskiewicz, David A. Hills, 1992-06-01 Each year from 1978 through 1987 the Center for Creative Leadership hosted an event called Creativity Week during which a select group of researchers and practitioners would get together for a high energy exchange of ideas on organizational creativity Discussions explored such themes as individual innovation creativity and teamwork structuring the organization for innovation and the relation of innovation to culture and technology This book which offers papers based on many of the best Creativity Week presentations is thus a record of recent thinking both practical and theoretical on how organizational effectiveness can be improved      **Evaluative Inquiry for Learning in Organizations** Hallie Preskill, Rosalie T. Torres, 1999 How does evaluative inquiry contribute to your organizational learning How do you practice evaluative inquiry to maximize individual and team learning Offering you a way of thinking about and conducting evaluative inquiry in every kind of organization Evaluative Inquiry for Learning in Organizations provides a data based approach to organizational learning and change By focusing on the use of evaluative inquiry processes within organizations rather than across large scale multisite programs authors Hallie Preskill and Rosalie T Torres are able to bridge the gap between what research says about individual team and organizational learning and what it

says about evaluation The authors lay the foundation and context for evaluative inquiry by including How organizations are changing What it means to learn at the individual team and organizational levels The four learning processes that facilitate evaluative inquiry Through the use of an illustrative case the authors guide you through the three phases of evaluative inquiry from focusing the inquiry to developing action plans Also included are interviews from four different organizations Land O Lakes Colorado Department of Education Ford Motor Company and Presbyterian Hospital and Healthcare Services These interviews allow you to hear how participants perceived and experienced these procedures This exciting volume concludes with additional considerations when practicing evaluative inquiry including an exploration of the evaluator's role and challenges to implementing evaluative inquiry in today's organizations Written for evaluators managers consultants and trainers *Evaluative Inquiry for Learning in Organizations* shows you how to integrate evaluative inquiry into your organization's work processes so that its members are better able to make their organizations successful *Resources in Education*, 1997-04

**Beyond Team Building** W. Gibb Dyer, Jr., Jeffrey H. Dyer, 2019-10-02 Understand the dynamics of all different types of teams *Beyond Team Building* How to Build High Performing Teams and the Culture to Support Them represents the latest in thinking about creating effective teams The authors present a new Five C framework that focuses on the core aspects of team building The book helps the reader assess how his/her team is performing on each of the 5Cs context composition competencies change and collaborative leadership and discusses options concerning how to improve team performance along each of these dimensions The book includes A wealth of examples of effective and ineffective teams from such companies as Cisco Systems Bain Company and Amazon New material concerning how to develop effective entrepreneurial and family teams How to manage cross cultural virtual and alliance teams How to create a team building organization This book provides the next generation of team leaders team members and team consultants with the knowledge and skills they need to create effective and high functioning teams

**The Wiley-Blackwell Handbook of the Psychology of Coaching and Mentoring** Jonathan Passmore, David Peterson, Teresa Freire, 2016-08-08 A state of the art reference drawing on key contemporary research to provide an in depth international and competencies based approach to the psychology of coaching and mentoring Puts cutting edge evidence at the fingertips of organizational psychology practitioners who need it most but who do not always have the time or resources to keep up with scholarly research Thematic chapters cover theoretical models efficacy ethics training the influence of emerging fields such as neuroscience and mindfulness virtual coaching and mentoring and more Contributors include Anthony Grant David Clutterbuck Susan David Robert Garvey Stephen Palmer Reinhard Stelter Robert Lee David Lane Tatiana Bachkirova and Carol Kauffman With a Foreword by Sir John Whitmore

*The Cambridge Handbook of Technology and Employee Behavior* Richard N. Landers, 2019-02-14 Experts from across all industrial organizational IO psychology describe how increasingly rapid technological change has affected the field In each chapter authors describe how this has altered the meaning of IO research

within a particular subdomain and what steps must be taken to avoid IO research from becoming obsolete This Handbook presents a forward looking review of IO psychology s understanding of both workplace technology and how technology is used in IO research methods Using interdisciplinary perspectives to further this understanding and serving as a focal text from which this research will grow it tackles three main questions facing the field First how has technology affected IO psychological theory and practice to date Second given the current trends in both research and practice could IO psychological theories be rendered obsolete Third what are the highest priorities for both research and practice to ensure IO psychology remains appropriately engaged with technology moving forward

**Executive Coaching** Christina A. Douglas, William H. Morley, 2000 What does a typical coaching process look like What are the steps that lead through that process This book examines these questions and others in a review of the current literature about executive coaching The authors continue the discussion with a look at the themes revealed through their review and lay the groundwork for thinking about executive coaching as a process and relationship rather than just a brief fix it intervention

**Primal Leadership, With a New Preface by the Authors** Daniel Goleman, Richard E. Boyatzis, Annie McKee, 2016-11-01 This is the book that established emotional intelligence in the business lexicon and made it a necessary skill for leaders Managers and professionals across the globe have embraced Primal Leadership affirming the importance of emotionally intelligent leadership Its influence has also reached well beyond the business world the book and its ideas are now used routinely in universities business and medical schools and professional training programs and by a growing legion of professional coaches This refreshed edition with a new preface by the authors vividly illustrates the power and the necessity of leadership that is self aware empathic motivating and collaborative in a world that is ever more economically volatile and technologically complex It is even timelier now than when it was originally published From bestselling authors Daniel Goleman Richard Boyatzis and Annie McKee this groundbreaking book remains a must read for anyone who leads or aspires to lead Also available in ebook format wherever ebooks are sold

**The Handbook of Mentoring at Work** Belle Rose Ragins, Kathy E. Kram, 2007-10-09 This handbook is remarkable in that it provides a comprehensive and finely nuanced account of the diverse approaches that researchers theorists and practitioners have taken to mentoring by incorporating insights of some of the most widely known and respected researchers in careers and in mentoring This handbook is poised to become a classic in career and mentoring literature with its potential long term heuristic usefulness in generating new intersections among theory research and practice Rebecca L Weiler Suzy D Enbeau Patrice M Buzzanell Purdue University This handbook is poised to become a classic in career and mentoring literature with its potential long term heuristic usefulness in generating new intersections among theory research and practice it is encouraging that so much of the handbook establishes grounds for future communication research and relates directly to current trends in organizational and managerial communication

MANAGEMENT COMMUNICATION QUARTERLY Ragins and Kram both scholars whose work

ignited the field of mentoring some 20 years ago and has guided it ever since have teamed up to produce this lucid and accessible compendium of research and theory on mentoring relationships at work Bringing together an impressive group of scholars this volume offers a comprehensive assessment of the current state of knowledge about mentoring as well as an ambitious theory driven practice oriented agenda for future research This book is an essential resource and could not be more timely as organizational scholars and practitioners alike grapple with the challenges of developing an ever more diverse workforce to meet the needs of an ever more global and technologically sophisticated organizational world Robin Ely Harvard Business School The most complete reference in mentoring The most seminal thinkers and the most significant collection of essays in print A must read for everyone concerned with growth and learning Warren Bennis University of Southern California This book is extremely timely After two decades of research and debate it provides a definitive guide to the study and practice of mentoring In a world of looming talent shortages it will prove an invaluable resource to reflective practitioners and organizational scholars alike The authors should be congratulated for offering this tour de force of cutting edge research and practice on mentoring while also charting new territories for future investigation Herminia Ibarra INSEAD From two of the leading theorists in the field of mentoring comes an extraordinary volume Ragins and Kram have guided a stellar group of authors toward new heights in theory and practice The book covers all the bases and provides multiple perspectives some entirely new that promise to be generative of innovative research and practice No one interested in mentoring neither scholar nor practitioner can afford to ignore this remarkable book Lotte Bailyn MIT Sloan School of Management The explosion of interest in workplace mentoring today cries out for more robust research frameworks as well as new and better practical applications This superb Handbook closes that gap by bringing together leading scholars and practitioners for a comprehensive overview of this fast growing phenomenon Researchers students human resources professionals and practicing managers alike indeed anyone who has been a mentor or mentee will find this groundbreaking volume an indispensable companion John Alexander Former President and Senior Advisor Center for Creative Leadership The Handbook of Mentoring at Work Theory Research and Practice brings together the leading scholars in the field in order to craft the definitive reference book on workplace mentoring This state of the art guide connects existing knowledge to cutting edge theory research directions and practice strategies to generate the must have resource for mentoring theorists researchers and practitioners Editors Belle Rose Ragins and Kathy E Kram address key debates and issues and provide a theory driven road map to guide future research and practice in the field of mentoring Key Features Takes a three pronged approach Organized into three parts Research Theory and Practice Breaks new theoretical ground in a time of change The theory section extends the theoretical horizon by providing perspectives across related disciplines in order to enrich enliven and build new mentorship theory Makes sense of research and planning new directions The research part brings together leading scholars for the dual purpose of chronicling the current state of research in the field of mentoring and identifying



important new areas of research Builds bridges between research and practice The practice part brings together leading mentoring practitioners to connect theory and research to practice specifically addressing how mentoring has changed over the past 20 years Offers coherence within and across each section At the beginning of each part the editors provide a roadmap of the main themes how they relate to one another as well as to other parts of the book Examines the impact of the changing landscape of careers Framed within the new career landscape the book incorporates changes in diversity organizational structure and technology Intended Audience This complete and comprehensive volume defines the current state of the field making it the ultimate resource for scholars students and practitioners pursuing research on mentoring and related phenomena It can also be used as a core or supplementary text in graduate courses on mentoring in the fields of business management industrial organizational psychology education social work health care nursing communication sociology and criminal justice

## Reviewing **Helping Leaders Take Effective Action A Program Evaluation**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Helping Leaders Take Effective Action A Program Evaluation**," an enthralling opus penned by a very acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve in to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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