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**This report  
examines the  
practice of  
recruiting externally  
to the senior civil  
service (SCS).  
Outside recruitment  
has been used to fill  
skills shortages and**

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**to bring new perspectives to government, but has also been criticised for potentially diluting core civil service values and for being poor value for money. PASC concludes that the senior civil service has depended too heavily on external recruitment in**

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recent years, and should now take steps to reduce its reliance on outside appointments. PASC also found that external recruits do not appear to perform better than career civil servants - despite being paid more, on average - and many leave civil service employment

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relatively quickly.  
Nonetheless, given the existence of skills gaps and the other benefits that external recruits can bring, PASC believes that there will continue to be a place for outside appointments in civil service recruitment. PASC further concludes

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**that the extent of recent external recruitment is symptomatic of a wider concern: the ability of the civil service to identify its current and future skills needs, and to plan effectively to meet those needs. PASC recommends that the emphasis of civil**

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**service employment policy should be on developing its own people and skills, rather than seeking to draw these in from outside.**

**What makes a leader? In this critical time of change for leaders, it has become increasingly important to**

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**understand the competencies associated with leadership. This essential book explores the ways in which Brent Ruben's Leadership Competency Scorecard can be used within an organizational setting.**

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**Strategy is a  
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**the reader through  
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communications;  
and writing better.  
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**what is hard for  
MBA applicants to  
find: the candid “wh  
at-I-wish-they’d-told-  
me” insights about  
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in MBA admissions,  
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guide how to do it.  
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updated throughout,  
contains new**

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**material on success  
in MBA interviews  
and wider  
admissions inputs,  
in addition to the  
traditional essays.  
The need for greater  
understanding of  
international  
leadership models  
has escalated in  
tandem with the  
globalization of  
trade and**

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**commerce. This  
dissertation  
presents the  
comparative-cultural  
study undertaken to  
address these two  
critical issues;  
employing the  
Russian Federation  
as the cultural  
context for the  
investigation. Cross-  
cultural research  
highlights a deficit**

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**of up-to-date comparative data on Russian organizational leadership, whilst practitioners articulate the demand for Russia-appropriate leadership development expertise. Increasingly, scholars advocate**

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**the application of  
integrated theories  
for assessing  
organizational  
leadership;  
contributing to  
several scholars  
updating trait theory  
into competency  
terms (including  
emotional  
competencies).  
Recent studies in  
the UK have**

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**established linkages amongst the competencies required for effective leadership, executives' emotional competencies, and the demonstrated leadership styles of managers. This research extends these UK findings, investigating the**

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**possible  
relationship  
between the  
leadership  
competencies,  
Emotional  
Intelligence (EI), and  
leadership styles of  
Russian managers  
working within  
domestic and  
foreign MNCs. The  
researcher  
employed the**



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**Leadership  
Dimensions**

**Questionnaire (LDQ)  
as the standardized  
measurement  
instrument for  
conducting this  
"etic" (comparative)  
study. The LDQ  
assesses managers  
based on 15  
dimensions,  
representing  
cognitive (IQ),**

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**Emotional Intelligence (EQ), and managerial competencies (MQ); generating a leadership style "profile" based on the respondent's scores. A combination of online and paper-based self-report versions of the LDQ (recently validated**

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and utilized in several key UK studies) facilitated the data collection from the participating Russian managers (n = 152), over a 12-month period. Major findings of this research include: the identification of a clear leadership style preference by

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**the Russian  
manager-sample  
("participative");  
statistically  
significant  
differences between  
the Russian and UK  
samples - on 14 of  
the 15 dimensions;  
distinctive  
differences in the  
competencies  
required for senior  
versus junior**

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managers;  
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"communication"  
was predictive of  
Russian leader  
performance, whilst  
follower  
commitment was  
predicted by  
leaders' levels of  
"sensitivity" and  
"communication".  
Contributions of this  
research to theory  
include: the

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**identification of an  
up-to-date  
leadership profile of  
Russian managers,  
in competency  
terms, which can be  
compared with other  
cultures; a  
comparative cultural  
assessment of  
Russian managers'  
based on EI; a  
comparison of  
Russian managers**

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**at different levels of large companies, with special attention to their similarities and differences. Implications of this research for practitioners include: the ability for organizations operating in Russia to identify/develop leaders based on**

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**their personal leadership profiles (executive training and development), as assessed by the LDQ; the potential for identifying and fostering competencies required of managers at higher levels within the organization (promotion; as roles**



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**and responsibilities differ at various levels within an organization); the opportunity for matching appropriate leadership styles to conform with organizational strategies and the surrounding business environment**

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(strategic leadership  
style/context fit).

**The Miracle of  
Personal Leadership  
Leadership Style  
and the Advisory  
Process in Foreign  
Policy Making  
The Journal of  
Leadership Studies  
With Profiles of  
Saddam Hussein  
and Bill Clinton  
The Future of**

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**The Bass Handbook  
of Leadership  
Disciplining the  
Principal**

*The older teens in your parish want a youth ministry program that exposes them to relevant, real-world topics in an active, engaging way. Horizons is an*

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*innovative,  
comprehensive  
approach to religious  
education. Its  
foundation is teacher-  
led, creative learning  
strategies that give  
students ample  
opportunities for  
discussion,  
reflection--and fun!  
Designed for grades  
9-12, Horizons utilizes*

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*a module system so that you can combine courses and topics to meet the specific needs of your parish. Seven core courses set the stage for discussing central and foundational themes. Then choose from a wide selection of age-appropriate minicourses to round*

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*out your curriculum  
and craft summer  
courses, retreats, and  
youth-group activities.  
The Youth Ministry  
Strategies component  
features more than 65  
creative youth activities  
to complement the  
Horizons curriculum.  
And on top of all that,  
Horizons includes  
outstanding training*

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*resources. You'll be able to create the most engaging and relevant youth ministry program for senior high that is available anywhere.*

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*Written by a team of leading experts, The*

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*Nature of Leadership  
will provide compelling  
answers to the most  
vexing questions  
surrounding  
leadership: Is  
leadership measurable?  
Are there traits that  
reliably distinguish  
leaders from  
nonleaders? Does the  
situation matter? Are  
there differences in*



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*women's and men's  
leadership styles? Is  
ethical leadership  
effective leadership?  
Are elements of  
leadership culturally  
bounded whereas other  
elements are universal?  
Does vision really  
matter? Can leadership  
be developed?  
--COVER.*

*First Published in  
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*2003. Routledge is an imprint of Taylor & Francis, an informa company.*

*The time is right for bright, aggressive newspaper managers to influence and prosper, but bleak indeed for those newspapers whose managers lack the requisite knowledge. Using case*

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*studies and examples from the business, Fink shows why some newspapers change with the times and surge ahead and why some continue to publish to an eroding market base and fail. The difference between success and failure, he concludes, is in "long-range*

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*planning and in daily  
operating  
methodology—in,  
simply, the  
professionalism of  
management at all  
levels."*

*Resources in Education  
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Political Psychology explores the many psychological patterns that influence individual political behavior. The authors introduce readers to a broad range of theories, concepts, and case studies of political activity, arguing that individuals are driven or motivated to act in

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accordance with personality characteristics, values, beliefs, and attachments to groups. The book explains many aspects of political behavior—whether seemingly pathological actions or normal decision-making practices, which sometimes

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work optimally, and sometimes fail.

Thoroughly updated throughout, the book examines patterns of political behavior in areas including leadership, group behavior, voting, race, nationalism, terrorism, and war. This edition features coverage of the 2016 election and profiles former U.S.



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President Donald Trump, while also including updated data on race relations and extremist groups in the United States. Global issues are also considered, with case studies focused on Myanmar and Syria, alongside coverage of social issues including Black Lives Matter and the #MeToo

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movement.

Accessibly written and comprehensive in scope, it is an essential companion for all graduate and upper-level undergraduate students of psychology, political science, and political psychology. It will also be of interest to those in the policy-making

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community, especially those looking to learn more about the extent to which perceptions, personality, and group dynamics affect the policy-making arena. It is accompanied by a set of online instructor resources. "Bravo to Barbara Kellerman! Building upon a lifetime of scholarship and upon

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a popular course she has created at Harvard, Kellerman brings between the covers of a single volume the world's classic literature on leadership. Every thoughtful leader will find deep, rich rewards here." --

David Gergen,  
Director, Center for  
Public Leadership

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Harvard Kennedy  
School, Former  
Presidential Adviser  
Bolster your  
leadership  
literacy—and improve  
your performance as  
a leader or manager.  
Leadership, says  
author, leadership  
expert, and Harvard  
Professor Barbara  
Kellerman, "is all  
about what leaders

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should learn—but it is decidedly not, deliberately not, about what leadership education has lately come to look like."

Instead, Leadership is a concise yet expansive collection of great leadership literature that has stood the test of time. As Kellerman makes clear in her extensive,

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authoritative commentaries, every single selection has had, and continues to have, an impact on how and what we think about what it means to lead. And every single one has had an impact on leadership as an area of intellectual inquiry—as well as on the course of human

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history. Part I of Leadership consists of writings about leadership: Lao Tzu—on how to lead lightly Plato—on tyrants and philosopher-kings Machiavelli—on the preservation of power In Part II, you'll find examples of what Kellerman uniquely identifies as writing as



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leadership—works  
and words that thanks  
to their  
persuasiveness and  
power, changed the  
world: Thomas  
Paine—Common  
Sense Elizabeth Cady  
Stanton—"Declaration  
of Sentiments" Rachel  
Carson—Silent Spring  
Part III presents  
leaders in  
action—individuals

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who seized the moment to captivate, motivate, and lead with their singular personal power to persuade: Abraham Lincoln—on war and redemption Elizabeth I—on gender and power Vaclav Havel—on the power of the powerless The selections themselves, each a

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classic of the leadership literature, together with Kellerman's expert commentary, make Leadership required reading for those who want to learn about, reflect on, and even apply the greatest leadership literature lessons, ever.

Barbara Kellerman is the James MacGregor

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Paper  
Burns Lecturer in  
Public Leadership at  
Harvard University's  
John F. Kennedy  
School of  
Government. Her  
writing has appeared  
in The New York  
Times, The  
Washington Post, The  
Boston Globe, The  
Los Angeles Times,  
and Harvard Business  
Review, and she has

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appeared on CBS,  
NBC, NPR, and CNN.

She is author and  
editor of many books  
on leadership, most  
recently *Bad  
Leadership and  
Followership*.

Kellerman is ranked  
by Forbes.com as  
among the "Top 50  
Business Thinkers"  
(2009), and by  
*Leadership*

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Excellence in the top  
15 of 100 "best minds  
on leadership"  
(2008-2009).

For thirty-three years  
and through three  
editions, Bass &  
Stogdill's Handbook of  
Leadership has been  
the indispensable  
bible for every serious  
student of leadership.  
Since the third edition  
came out in 1990, the

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field of leadership has expanded by an order of magnitude. This completely revised and updated fourth edition reflects the growth and changes in the study of leadership over the past seventeen years, with new chapters on transformational leadership, ethics, presidential

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leadership, and  
executive leadership.

Throughout the  
Handbook, the  
contributions from  
cognitive social  
psychology and the  
social, political,  
communications, and  
administrative  
sciences have been  
expanded. As in the  
third edition, Bernard  
Bass begins with a



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consideration of the definitions and concepts used, and a brief review of some of the betterknown theories. Professor Bass then focuses on the personal traits, tendencies, attributes, and values of leaders and the knowledge, intellectual competence, and technical skills

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required for leadership. Next he looks at leaders' socioemotional talents and interpersonal competencies, and the differences in these characteristics in leaders who are imbued with ideologies, especially authoritarianism, Machiavellianism, and self-aggrandizement.

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A fuller examination of the values, needs, and satisfactions of leaders follows, and singled out for special attention are competitiveness and the preferences for taking risks. In his chapters on personal characteristics, Bass examines the esteem that others generally accord to leaders as a

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consequence of the  
leaders' personalities.  
The many theoretical  
and research  
developments about  
charisma over the  
past thirty years are  
crucial and are  
explored here in  
depth. Bass has  
continued to develop  
his theory of  
transformational  
leadership -- the

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paradigm of the last  
twenty years -- and he  
details how it makes  
possible the inclusion  
of a much wider range  
of phenomena than  
when theory and  
modeling are limited  
to reinforcement  
strategies. He also  
details the new  
incarnations of  
transformational  
leadership since the

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last edition. Bass has greatly expanded his consideration of women and racial minorities, both of whom are increasingly taking on leadership roles. A glossary is included to assist specialists in a particular academic discipline who may be unfamiliar with terms used in other fields.

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Business professors and students, executives in every industry, and politicians at all levels have relied for years on the time-honored guidance and insight afforded by the Handbook.

The Future of Nursing explores how nurses' roles, responsibilities, and education should

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change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health



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care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as

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envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should

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institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates.

Furthermore, regulatory and institutional obstacles -- including limits on

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nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

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Visionary

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for the lack of  
diversity in  
leadership  
positions?

Looking  
carefully at how  
current leaders  
view the  
relationship

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between top tier  
management and  
diverse groups,  
Opening Doors to  
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examines  
recruitment,  
selection,  
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conditions, and corporate culture and how they impact hiring, promotion, and retention of diverse groups. Using a psychological, organizational, and cultural framework

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of

organizational  
review and self-  
reflection as  
well as the  
pivotal role of  
removing  
unconscious  
biases from the  
workplace and  
identifying the  
systemic biases  
embedded in many  
aspects of human

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resources

management

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Its too easy to

learn and apply

business

leadership

models to the

pastoral sector.

But is it the

best alternative

to form Church

leaders? What

are we missing

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when we use  
business models  
in ministry?

This book is  
about creating  
more sensitivity  
on how some of  
these secularly  
learned models  
can

inadvertently  
limit pastoral  
effectiveness,  
and suggests an

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hourglass  
approach to  
leadership  
capable of  
fostering a set  
of principles  
more harmonious  
with ministry  
intent. In many  
ways this book  
is a guide for  
cultivating and  
developing a  
more authentic

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sense of leadership in ministry, one that emerges from within the scholarly sources of the leadership field but at the same time is rooted in the principle leadership is a spiritual practice. This

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identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the



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four basic needs  
of those who  
look to you for  
leadership.

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been

apprehensive  
about initiating  
classroom  
discussion,

fearing  
silences, the  
domination of a  
couple of

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speakers,  
superficial  
contributions,  
or off-topic  
remarks, this  
book provides  
strategies for  
creating a  
positive  
learning  
experience.

Jennifer H.  
Herman and Linda  
B. Nilson

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demonstrate how to create the conditions to facilitate deep and meaningful learning as well as to assess the effectiveness of discussions.

They identify, analyze, and solve common problems in both classroom and

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online  
discussions and  
in both small  
and large  
classes. They  
take a direct, p  
ractice-oriented  
approach  
that--in  
acknowledging  
common challenge  
s--provides  
principles,  
guidance on

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design, examples  
of activities  
and techniques,  
and eight  
detailed case  
studies. These  
cases  
demonstrate  
successful  
approaches that  
faculty across  
disciplines and  
from a variety  
of institutions

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have adopted in their face-to-face, blended, or online courses at the undergraduate or graduate level. The case authors begin by describing the original pedagogical challenge they faced and

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explain how they addressed it and assessed the results of their innovation. They also offer practical recommendations to readers who may want to try their strategies. Intended for faculty, this

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book will be equally valuable for educational developers who can use this resource in their programs and private consultations. At the graduate level, this book can serve as a text or workshop resource in



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college teaching  
courses and  
teaching  
assistant  
development  
programs. The  
final chapter  
provides a set  
of resources and  
activities -  
including  
discussion  
questions on the  
case studies,

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writing prompts,  
and jigsaw  
formats - that  
are equally  
appropriate for  
individual study  
or for use in  
workshop  
environments.  
You'll never  
again have to  
suffer such a  
profound silence  
that, as

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described by a contributor to the book, she could hear the crickets chirping outside.

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Empower Your  
Work and Life

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Management as an

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Activity

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Approaches for  
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This sourcebook  
contains  
descriptions of  
original leadership  
course syllabi and  
programs for use by  
educators, student  
activity directors,  
and others

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designing and delivering leadership development courses and programs. To be selected for this sourcebook, programs must focus on leadership; contain details about curriculum objectives, format, outline, learning

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modules, projects, activities, and evaluation; include innovative or unique content, method of delivery, or audience; and have been included in a previous edition.

The descriptions are divided into five primary sections: degree programs

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(graduate and undergraduate), academic sources (from high school to graduate level), cocurricular programs, professional programs, and community programs. Also included are a bibliography of



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reading material used in the courses and programs, two essays describing the design of new campus programs, and an index for references to institutions, course topics, teaching methods, and leadership skills and styles. (JMD).

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This is the fifth & most comprehensive in a series of source books on leadership education for leaders in government, education, human services & business. It aims to help them stay up to date on the courses,

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programs &  
resources available  
on leadership  
education. THE  
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PROGRAMS  
including 93 detailed  
entries on  
leadership majors &  
minors, courses &

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entries for the  
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are increasingly  
working in an  
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stakes testing,  
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pressures and  
increased



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managerialism.

Rather than searching for the latest leadership fad or best practice model, this book suggests that in order to better understand these pressures, the work of educational leadership requires more sophisticated

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theorisation of these practices. In so doing, the book draws upon the work of Michel Foucault to provoke new thought into how the principalship is lived and 'disciplined' in ways that produce both contradictions and tensions for

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school principals.  
Amidst claims of a shortage of applicants for principal positions in a number of Western countries, what is required are more sophisticated and nuanced tools with which to understand the pressures and

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constraints that face principals in their work on a daily basis. This book provides a powerful example of theory working through practice to move beyond traditional approaches to school leadership. Key features of the book: provides a

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well theorised  
analysis of  
leadership practices  
acknowledges the  
messy reality of life  
for school principals  
provides key  
insights to the 'real'  
work that principals  
undertake every day  
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subjectivities in education, foregrounding issues of gender and race includes the principals' voices through rich interview data. The book will be of significant interest to principals and those working and researching in

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educational leadership, including researchers in the field and academics who teach into educational leadership and administration courses. The book will also be of great interest to those working with the ideas of Foucault in

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became  
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1980. Indeed,  
in recent  
elections, the*

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*character,  
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