



Annotated Bibliography



Leadership

Leadership Annotated Bibliography

Prepared by the NIC Information Center

Created December 2013, Revised September 10, 2016

Accession No. 025971

An electronic copy of this document can be found at: www.nicic.gov/Library/025971

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Introduction

This annotated bibliography provides current and useful information about leadership to corrections professionals. There are many different theories about leadership. A leader needs to be aware of them because different styles of leadership may be needed for differing situations. In the end, results of good leadership will include high morale, employee retention, and sustainable success over the long run. This bibliography touches on a few of the main theories, and looks at the impact of leadership on various groups and succession planning.

General

Berger, Joseph B. "Leadership: A Concise Conceptual Overview." *Center for International Education Faculty Publications*, Paper 18 (2014). Accessed September 13, 2016.

http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1017&context=cie_faculty_pubs.

"Leadership is a daunting endeavor that requires hard work, multiple tools (conceptual knowledge, practical skills, and value-based integrity), and collective effort. Therefore, the purpose of this short article is to introduce a conceptual map that provides categories of major approaches to leadership with a discussion of how each approach contributes to a more comprehensive understanding of leadership. This article also serves as a quick introductory overview and does not go into great depth on any topic; rather it is designed to provide a conceptual framework of what tools are available and how they relate to each other" (p. 1-2).

Copeland, Mary Kay. "The Emerging Significance of Values Based Leadership: A Literature Review" *International Journal of Leadership Studies* 8, no. 2 (2014): 105-135. Accessed September 13, 2016.

<http://www.regent.edu/acad/global/publications/ijls/new/vol8iss2/6-Copeland.pdf>.

Values based leadership (VBL) "behaviors are styles that have a moral, authentic and ethical dimension. This study examines the prevailing literature and research on the various constructs rooted in VBL. It identifies three constructs [authentic, ethical, and transformational leadership] ... that are considered the most emphasized behaviors in the VBL literature and examines the literature streams and progression of research for each of these VBL theories. The study identifies literature that supports that when these VBL behaviors are found in leaders, the leaders are evaluated as more effective by subordinates" (p. 105).

Day, David V., John W. Fleenor, Leanne E. Atwater, Rachel E. Sturm, and Rob A. McKee. "Advances in Leader and Leadership Development: A Review of 25 Years of Research and Theory." *Leadership Quarterly* 25, no. 1 (2014): 63-82. Accessed September 13, 2016.

https://www.researchgate.net/publication/259142048_Advances_in_leader_and_leadership_development_A_review_of_25_years_of_research_and_theory.

"The development of effective leaders and leadership behavior is a prominent concern in organizations of all types. We review the theoretical and empirical literature on leader and leadership development published over the past 25 years, primarily focusing on research published in *The Leadership Quarterly*. Compared to the relatively long history of leadership research and theory, the systematic study of leadership development (broadly defined to also include leader development) has a moderately short history. We examine intrapersonal and interpersonal issues related to the phenomena that develop during the pursuit of effective leadership, describe how development emerges with an emphasis on multi-source or 360-degree feedback processes, review longitudinal studies of leadership development, and investigate methodological and analytical issues in leader and leadership development research" (p. 63).

Landis, Eric A., Deborah Hill, and Maurice R. Harvey. 2014. "A Synthesis of Leadership Theories and Styles." *Journal of Management Policy & Practice* 15, no. 2 (2014): 97–100. Accessed September 13, 2016. http://www.na-businesspress.com/JMPP/LandisEA_Web15_2_.pdf.

"Leadership is one of the most widely talked about subjects and at the same time one of the most elusive and puzzling" ... In an effort to thoroughly comprehend the different theories reviewed, this article will focus on the theories of leadership and define strategies that will maintain a collaborative working relationship and respectful team environment in a group setting." (p. 96).

Ngang, Tang Keow. 2012. "Leadership Soft Skills." *Sociology Study* 2, no. 4 (2012): 261-269. Accessed September 13, 2016.

<http://www.davidpublishing.com/davidpublishing/upfile/6/29/2012/2012062971590721.pdf>.

"This paper mainly discusses leadership soft skills, which comprise of collaboration or teamwork, communication skills, initiative, leadership ability, people development or coaching personal effectiveness of personal mastery, planning and organizing, and presentation skills. Leaders need to be master of skills because leadership is determined by those who can demonstrate their ability to drive an organization toward excellence and results" (p. 261).

Orazi, David, Laura Good, Mulyadi Robin, Brigid van Wanrooy, IB Butar, Jesse Olsen, and Peter Gahan. *Workplace Leadership: A Review of Prior Research.* Carlton, VIC: University of Melbourne Faculty of Business and Economics Centre for Workplace Leadership, 2014. Accessed September 13, 2016. <http://www.workplaceleadership.com.au/publications/workplace-leadership-a-review-of-prior-research/>.

This review "explores the skills and capabilities individuals require to be effective leaders and how these can be acquired. It examines different leadership styles and the outcomes, both positive and negative, for employees, teams and organisations. The review concludes that leadership skills and capabilities can be learned, and it explores how these can be developed through different approaches and interventions. (Author abstract, modified)

Thinking about Leadership: A Brief History of Leadership Thought. Phillip, ACT: Australian Public Service Commission, 2014. Accessed September 13, 2016. <http://www.apsc.gov.au/publications-and-media/current-publications/thinking-about-leadership-a-brief-history-of-leadership-thought>.

This paper provides key points, general information, criticisms and challenges, and resources for further reading for five leadership theories from 1840 to 1980 (trait-based, situational, contingency, and transactional, and transformational) and four contemporary leadership theories (authentic, adaptive, neuroleadership, and complexity).

Various Leadership Types

Adaptive Leadership

Adaptive Leadership Reference Guide v.1.0. 2015. Accessed August 23, 2016.

<http://www.softed.com/assets/Uploads/Resources/Adaptive-Leadership/Adaptive-Leadership-Reference-Guide.pdf>.

This participant manual from an adaptive leadership training program covers the following: the Adaptive Leadership Iterative Framework; adaptive leader characteristics; adaptive leadership iteration; what adaptive leadership is; broaden our perspective; Iceberg Model; Double Loop Learning—Argyris and Schon; managing complex change; Kotter's 8 Step Change Model; Cynefin Framework; Polarity Mapping; strategic change canvas; metrics that matter; creating a learning organization; adaptive leadership actions; Adaptive Leadership OODA (observe, orient, decide, act) Loop; robust dialogue and fierce conversation--the importance of robust dialogue; and Personal Agility Canvas.

Heifetz, Ronald, Alexander Grashow, and Marty Linsky. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston: Harvard Business Press, 2009.

The use of adaptive leadership to deal with challenges in an ever changing environment is explained in five parts--purpose and possibility, diagnosing the system, mobilizing the system, seeing yourself as a system, and deploying yourself. An executive summary of this book can be found at

https://www.academia.edu/23426901/Heifetz_Linsky_and_Grashow_in_The_Practices_of_Adaptive_Leadership_Tools_and_Tactics_for. Accessed September 13, 2016.

Authentic Leadership

Algera, Puck M., and Marjolein Lips-Wiersma. "Radical Authentic Leadership: Co-creating the Conditions Under Which All Members of the Organization Can be Authentic."

Leadership Quarterly 23, no. 1 (2012): 118-131. Accessed August 23, 2016.

<http://www.holisticdevelopment.org.nz/Media/Default/Resources/LEAQUA805.pdf>.

Recently, in response to ethical challenges and loss of meaning within business, leadership theory and research has seen a proliferation of literature on 'Authentic Leadership'. In this paper we argue that Authentic Leadership (AL), in the way it is currently theorized, is in danger of not reaching its stated objectives. We systematically address the "paradoxes" and shortcomings in current theory and suggest an extended focus of study" (p. 118).

Change Leadership

Duncan, Roger Dean. *Change-Friendly Leadership: How to Transform Good Intentions into Great Performance*. New York: Maxwell Stone Publishing/Midpoint Trade Books, 2012.

The author "has created a user-friendly implementation guide to help buffer the shock wave that often accompanies change. But most importantly, he compellingly teaches us not only how to shepherd our own way through change, but also how to engage others along the path" (p. xviii). An executive summary can be read at http://www.johnbesaw.com/ChangeFriendly_Leadership.online.pdf. Accessed September 13, 2016.

Gerschel, Antoine, and Lawrence Polsky. *Rapid Retooling: Developing World-Class Organizations in a Rapidly Changing World*. Alexandria, VA: ASTD Press, 2013.

This book describes best practices for rapid retooling and offers real-world case studies showing how the process works. "Simply put, rapid retooling is what successful organizations are doing to keep ahead of the rapid pace of change. They respond to technological and economic pressures by quickly refocusing, retraining, and reenergizing their employees to achieve results" (p. 2).

Emotional Intelligence

Lopez-Zafra, Esther; Garcia-Retamero, Rocio; Berrios Martos, M. Pilar. "The Relationship Between Transformational Leadership and Emotional Intelligence from a Gendered Approach." *Psychological Record* 62, no. 1 (2012): 97-114. Accessed September 13, 2016.

https://www.researchgate.net/publication/225026150_The_Relationship_between_Transformational_Leadership_and_Emotional_Intelligence_from_a_Gendered_Approach.

"In this study, we investigated the relations among transformational leadership, emotional intelligence, and gender stereotypes ... Results showed important differences across the different disciplines and illustrated that emotional intelligence and gender roles predict transformational leadership. These results are interpreted in line with current research on the topic of leadership and emotional intelligence" (p. 97).

Sharma, Sartosh. "Theory & Relationship between Emotional Intelligence, Leadership Styles and Leadership Effectiveness." *International Journal of Education and Science Research* 1, no. 5 (2014). Accessed September 13, 2016. <http://www.ijesrr.org/publication/13/IJESRR%20V-1-5-15E.pdf>.

"Today effective leaders are defined by inspiring and motivating others, promoting a positive work environment, understanding and managing emotions, building bonds, communications, influence, and so forth. Emotional Intelligence (EI) has an emerging track record of being linked to leadership performance. Emotional intelligence connects a leader's cognitive abilities with their emotional state. The ability for leaders to recognize the impact of their own emotions on their decision making is paramount if a leader is to make sound decisions based on the best interests of the organization" (p. 104).

Walter, Frank, Michael S. Cole, and Ronald H. Humphrey. "Emotional Intelligence: Sine Qua Non of Leadership or Folderol?" *Academy of Management Perspectives* 25, no. 1 (2011): 45-59. Accessed September 13, 2016.

<http://www.sbuweb.tcu.edu/mcole/docs/Walter%20et%20al.%202011.%20Emotional%20Intelligence%20&%20Leadership.%20AMP.pdf>.

"Emotional intelligence (EI) is a divisive topic for many individuals interested in the subject of leadership. Whereas practitioner-oriented publications have claimed that EI is the sine qua non of leadership, academics continue to discuss EI's relevance for understanding leadership emergence, behavior, and effectiveness. Here we critically review recent empirical evidence to constructively frame what has become a contentious debate about the relevance of EI. We also identify unresolved issues and highlight future research directions that may promote our understanding of EI's role for leadership. We close with a practical discussion of possible applications of EI in leadership education, training, and development" (p. 45).

Walter, Frank, Ronald H. Humphrey, and Michael S. Cole. "Unleashing Leadership Potential: Toward an Evidence-Based Management of Emotional intelligence." *Organizational Dynamics* 41, no. 3 (2012): 212-219. Accessed September 13, 2016.

[http://www.sbuweb.tcu.edu/mcole/docs/Walter%20et%20al.%20\(2012\).%20Evidence%20Based%20Management%20of%20EI_Org%20Dynamics.pdf](http://www.sbuweb.tcu.edu/mcole/docs/Walter%20et%20al.%20(2012).%20Evidence%20Based%20Management%20of%20EI_Org%20Dynamics.pdf).

"Can one reasonably expect emotionally intelligent leaders to perform more effectively — or is emotional intelligence just another empty management fad? Are companies well advised to incorporate emotional intelligence into their leader selection, promotion, and development efforts — or should they focus on other, more promising concepts? We aim to provide answers to these questions." (p. 212).

Ethical Leadership

Gini, Al, and Ronald M. Green. "Three Critical Characteristics of Leadership: Character, Stewardship, Experience." *Business & Society Review* 119, no. 4 (2014): 435-446.

"There is no one definition of leadership. The leadership equation is never set or fixed. Time, place, specific problems, the particular parties involved all play a role in the leadership equation. Nor is there one specific list of attributes, virtues, or skills that all leaders must and do possess. Nonetheless, we argue that at its core, all forms of ethical leadership are based on three elemental ingredients: character, stewardship, and experience" (p. 435).

Gini, Al, and Ronald M. Green. *10 Virtues of Outstanding Leaders: Leadership and Character*. New York: Wiley-Blackwell, 2013.

The authors write "about characters with character. After several chapters that ground the importance of ethics in business and present the key virtues of outstanding leaders, we turn to those leaders themselves. As Aristotle argued, we need examples, the testimony of others, to understand how to form ourselves as leaders. In what follows, chapter by chapter, we depict individuals who in real-life situations act out the virtues that marked them as great leaders. Learning virtues is very much a matter of habit and imitation. By holding up these paragons of virtue, we aim to provide a useful tool for enhancing excellence in organizations" (p. xiv). An executive summary can be found at <http://alumni.virginia.edu/learn/wp-content/uploads/sites/12/2015/08/10-Virtues-of-Outstanding-Leaders.pdf>.

Lakshmi, B. "Leadership Ethics in Today's World: Key Issues and Perspectives." *ASCI Journal of Management* 41, no. 1 (2014): 66-72. Accessed September 13, 2016. [http://asci.org.in/journal/AJoM_44%20\(1\)%20Sep%202014.pdf](http://asci.org.in/journal/AJoM_44%20(1)%20Sep%202014.pdf).

"The concerns about failure of leadership extends to all institutions and groups and communities are responsible for social change whether they are governments, business organisations or civil society groups. These concerns are being voiced at a time of high expectations among citizens that leadership can address the political, economic, social and moral challenges of their societies. In the present global context, unethical conduct by leaders has brought ethics to the centre of discussion on leadership and its role in today's world. What constitutes 'leadership ethics?' How do we bring ethics into leadership in practice? This paper looks at the importance of Leadership ethics as the main theme with an overview of the key issues and perspectives on ethical leadership in theory and practice" (p. 66).

Lawton, Alan, and Paez Iliana. "Developing a Framework for Ethical Leadership." *Journal of Business Ethics* 130, no. 3 (2014): 639-649. Accessed September 13, 2016. https://www.researchgate.net/publication/271922258_Developing_a_Framework_for_Ethical_Leadership.

"Interest in ethical leadership from academics and practitioners has grown enormously in recent years. This article addresses this literature through a framework that identifies three interlocking questions. First, who are ethical leaders and what are their characteristics? Second, how do ethical leaders do what they do? Third, why do leaders do as they do and what are the outcomes of ethical leadership? Different dimensions to ethical leadership are examined and presented as three interlocking circles; Virtues, Purposes and Practices. This framework presents an integrated approach to ethical leadership and argues that future research take this holistic framework and apply it to different sectors or contexts" (p. 639).

Leader-Member Exchange (LMX)

Ariani, Dorothea Wahyu. "Leader-Member Exchange as a Mediator of the Effect of Job Satisfaction on Affective Organizational Commitment: An Empirical Test." *International Journal of Management*

29, no. 1 (2012): 46-56. Accessed September 13, 2016.

<http://www.iiste.org/Journals/index.php/EJBM/article/download/5109/5195>.

"Over the past decades, the theory of transformational leadership (TFL) has become one of the most leadership theories that gained the attention of researchers and practitioners. The purpose of this study is to examine the direct impact of transformational leadership and leader-member exchange (LMX) on job performance, and to examine the mediating role of LMX on the relationship between TFL and job performance ... The results revealed that positive impact of TFL and LMX on job performance, and showed that LMX partially mediated the relationship between TFL and job performance" (p. 157).

Wilson, Kelly Schwind, Hock-Peng Sin, and Donald E. Conlon. "What About the Leader in Leader-Member Exchange? The Impact of Resources Exchanges and Substitutability on the Leaders."

Academy of Management Review 35, no. 3 (2010): 358-372. Accessed September 13, 2016.

<https://webapps.krannert.purdue.edu/kap/KATALYST/public/publications.aspx?personid=55400&publicationid=6974&attachmentid=561>.

"To date, leader-member exchange (LMX) research has primarily examined member outcomes, such as member attitudes and performance. However, little research exists regarding outcomes specific to the leader. Focusing on the leader-member dyad, we develop a framework of leader outcomes resulting from resource exchanges with members. We propose specific resource substitutes and discuss the impact of LMX quality on the leader" (p. 358).

Zhang, Zhen, Mo Wang, and Junqi Shi. "Leader-Follower Congruence in Proactive Personality and Work Outcomes: The Mediating Role of Leaders-Member Exchange." *Academy of Management Journal* 55, no. 1 (2012): 111-130. Accessed September 13, 2016.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2631203.

"Drawing upon prior research on proactive personality and person-environment fit, we examine the congruence effect of leader and follower proactive personality on leader member exchange (LMX) quality, which in turn influences follower job satisfaction, affective commitment, and job performance ... findings highlight the pivotal role played by leaders in promoting employee proactivity at work" (p. 111).

Servant Leadership

van Dierendonck, Dirk. Servant Leadership: A Review and Synthesis." *Journal of Management* 37, no. 4 (2011): 1228-1261. Accessed September 13, 2016.

https://www.researchgate.net/publication/254121257_Servant_Leadership_A_Review_and_Synthesis.

"Servant leadership is positioned as a new field of research for leadership scholars. This review deals with the historical background of servant leadership, its key characteristics, the available measurement tools, and the results of relevant studies that have been conducted so far ... Servant leadership is demonstrated by empowering and developing

people; by expressing humility, authenticity, interpersonal acceptance, and stewardship; and by providing direction" (p. 1228).

Muyumba, Valentine K, and Betsy N. Hine. *The Hine Bibliography of Resources on Servant Leadership, 3rd Edition, Revised and Expanded*. Westfield, IN: Greenleaf Center for Servant Leadership, 2015. Accessed September 13, 2015. <https://www.greenleaf.org/wp-content/uploads/2015/11/Servant-Leadership2015October13.pdf>

This bibliography contains a wide wealth of resources about Robert K. Greenleaf's Servant Leadership. Items from 1970 through 2015 are organized by print monographs, book chapters, articles, thesis and dissertations, and media.

Olesia, Wekesa S., G.S. Namusonge, and Mike A. Iravo. "Servant Leadership: The Exemplifying Behaviors." *IOSR Journal of Humanities and Social Science* 19, no.6 (2014): 75-80. Accessed September 13, 2016. <http://www.grace-recherche.fr/wp-content/uploads/2016/02/Servant-leader-K019647580.pdf>.

"Over the years, there has been a keen concern to understand behaviours that leaders can adopt in order to lead and influence others to achieve agreed upon goals. Servant leadership is one of the emerging contemporary leadership styles that are receiving a lot of attention. This has been occasioned by a world wide desire for more ethical and caring leadership in organizations. This leadership style has been adopted by some of the best companies in the world with great success. The purpose of this paper is to highlight some of the very exemplifying behaviours of servant leaders, which if embraced by modern leaders can greatly enhance the motivation, commitment and performance of employees for increased productivity" (p. 75).

Transformational Leadership

Caldwell, Cam, Rolf Dixon, Larry Floyd, Joe Chaudoin, Jonathan Post, and Gaynor Cheokas. "Transformative Leadership: Achieving Unparalleled Excellence." *Journal of Business Ethics* 109, no. 2 (2012):175-187. Accessed September 13, 2016. https://www.researchgate.net/publication/257541719_Transformative_Leadership_Achieving_Unparalleled_Excellence.

This transformational leadership model "integrates ethically-based features of six other well-regarded leadership perspectives and combines key normative and instrumental elements of each of those six perspectives. Transformative leadership honors the governance obligations of leaders by demonstrating a commitment to the welfare of all stakeholders and by seeking to optimize long-term wealth creation. Citing the scholarly literature about leadership theory, we identify key elements of the six leadership perspectives that make up transformative leadership, suggest leaders who exemplify each perspective, describe the ethical foundations and message of each perspective, and offer ten propositions that scholars and practitioners can use to test the dimensions of this new transformative leadership model" (p. 175).

Hamilton, Molly. "The Interaction of Transactional and Transformational Leadership." *Online Journal of Workforce Education and Development III*, no. 3 (2009). Accessed September 13, 2016. <http://opensiuc.lib.siu.edu/cgi/viewcontent.cgi?article=1078&context=ojwed>.

"The purpose of this paper is to discuss the relationship of transactional and transformational leadership. Specifically, this paper looks at how transactional and transformational leadership interact with one another, particularly how transformational leadership augments transactional leadership. In order to look at this interaction, there is first a description of the characteristics of both leadership types. Next, several studies are reviewed in an effort to look at how transformational leadership augments transactional leadership. The studies are diverse across various types of organizations and industries in order to give a broader look at how transformational and transactional leadership characteristics interact" (p. 2).

Virtuous Leadership

Caldwell, Cam, Zuhair Hasan, and Sarah Smith. "Virtuous Leadership – Insights for the 21st Century." *Journal of Management Development* 34, no. 9 (2015): 1181–1200. Accessed September 13, 2016. https://www.researchgate.net/publication/282271230_Virtuous_leadership_-_insights_for_the_21st_century.

"The purpose of this paper is to explain the importance of virtuous leadership and identify six characteristics that are necessary for the modern leader to be effective in an increasingly challenging and competitive world market ... The authors suggest that virtuous leaders possess an uncommon level of commitment to those employees whom they serve, to their customers, to their shareholders, and to society at large" (p. 1181).

Cameran, Kim. "Responsible Leadership as Virtuous Leadership." *Journal of Business Ethics* 98, Suppl. 1 (2011): 25–35. Accessed September 13, 2016. <http://link.springer.com/article/10.1007/s10551-011-1023-6>.

"Responsible leadership is rare. It is not that most leaders are irresponsible, but responsibility in leadership is frequently defined so that an important connotation of responsible leadership is ignored. This article equates responsible leadership with virtuousness ... The meaning and advantages of responsible leadership as virtuous leadership are discussed" (p. 25).

Wang, Gordon, and Rick D. Hackett. "Conceptualization and Measurement of Virtuous Leadership: Doing Well by Doing Good." *Michael Lee-Chin & Family Institute for Strategic Business Studies Working Paper Series* 2015-10, 2015. Accessed September 13, 2016. https://macsphere.mcmaster.ca/bitstream/11375/19076/1/sbv_wp_2015-10.pdf.

"Despite a long history in eastern and western culture of defining leadership in terms of virtues and character, their significance for guiding leader behavior has largely been confined to the ethics literature. As such, agreement concerning the defining elements of virtuous leadership and their measurement is lacking ... we define virtuous leadership and distinguish it conceptually from several related perspectives, including virtues-based

leadership in the Positive Organizational Behavior (POB) literature, and from ethical and value-laden (spiritual, servant, charismatic, transformational, and authentic) leadership" (p. 1).

Leading Generations

Al-Asfour, Ahmed, and Larry Lettau. "Strategies for Leadership Styles for Multi-Generational Workforce." *Journal of Leadership, Accountability & Ethics* 11, no. 2 (2014): 58–69. Accessed September 13, 2016. http://m.www.na-businesspress.com/JLAE/Al-AsfourA_Web11_2_.pdf.

"The workforce in the United States has been divided into four distinct groups, which are identified as generations. Each generation has developed a set of values and attitudes that are different from one another. Leaders in various organizational settings should understand these generational differences in order to be more effective in leading a multigenerational labor force. In this study, the authors reviewed literature related to this topic and examined each generation's characteristics, lifestyles, values, and attitudes. The conclusion from this study is that generational differences are legitimate diversity issues that organizations need to recognize and understand" (p. 58).

Anderson, Heather J., John E. Bauer, Jennifer A. Griffith, and M. Ronald Buckley. *What Works for You May Not Work for (Gen) Me: Limitations of Present Leadership Theories for the New Generation*. Accessed September 13, 2016.

https://www.researchgate.net/publication/298214636_What_Works_for_You_May_Not_Work_for_GenMe_Limitations_of_Present_Leadership_Theories_for_the_New_Generation.

"As the number of Millennials in the workforce grows each year, the divide between them and their older counterparts become more salient and pose unique challenges for organizational leaders. In this paper, we explore how these changes may force the need for reconsideration of five of the most frequently used leadership theories in an effort to understand important boundary conditions and how leadership research must evolve to keep pace with a changing workforce" (p. 1).

Cates, Steven V., Kevin A. Cojanu, and Susan Pettine. "Can You Lead Effectively? An Analysis of the Leadership Styles of Four Generations of American Employees." *International Review of Management and Business Research* 2, no. 4 (2013): 1025-1041. Accessed September 13, 2016.

<http://www.irnbrjournal.com/papers/1384887818.pdf>

"The main purpose of this research is to determine the preferred leadership style(s) of the different generations of workers in the U.S. ... Responses indicate that preferred leadership styles differ significantly among the four generations. It is further noted that the greater the difference is in age groups the more significant the difference in leadership behavioral preferences. This is significant for managers in order for them to adapt their leadership styles for the specific generation of employee to be managed to gain the highest level of motivation and job performance" (p. 1025).

Five Generations: Is the Need for New Workplace Structures Myth or Reality? Don't Dwell on the Differences: Evidence for Generation We. Toronto: Avison Young, 2016. Accessed September 13,

2016. <https://avisonyoung.uberflip.com/i/629412-avison-young-white-paper-five-generations-workplace>.

"With five generations in the workplace today, organizations have an opportunity to challenge the concept that a multi-generational workforce may not be as happy or productive as others due to generational differences ... But do organizations really need to provide specific differentials in the work environments, technology and HR protocols we provide to a multi-generational workforce? Or does the real path to a productive environment, greater staff well-being, and higher, sustainable operating margins and profits arise from better engagement and communication with employees? In other words, does that path result from developing the 'we' generation rather than the 'me' generation? We intend through the course of this white paper to examine these issues, allowing our readers to direct their thoughts to how their own organization may better manage a multi-generational workforce to increase profit and business value" (p. 1).

Knight, Rebecca. "Managing People from 5 Generations." *Harvard Business Review*. September 13, 2014. Accessed September 13, 2016. <https://hbr.org/2014/09/managing-people-from-5-generations>.

"For the first time in history, five generations will soon be working side by side. But whether this multi-generational workplace feels happy and productive or challenging and stressful is, in large part, up to you: the boss. How should you relate to employees of different age groups? How do you motivate someone much older or much younger than you? And finally: what can you do to encourage employees of different generations to share their knowledge?" (p. 1).

Miller-Merrell, Jessica. *The Five Generation Workplace*. 2016. Accessed September 10, 2016. <http://www.blogging4jobs.com/wp-content/uploads/2013/02/generations-workplace.png>.

This infographic shows the five generations found in workplaces. It illustrates the common characteristics, work strategies, and motivator for Traditionalists, Baby Boomers, Generation X, Millennials (Generation Y) and Generation Z.

Shacklock, Kate. *The Impact of Generations Working Together: 2015 a Significant Year*. South Bank, QLD: Griffith University Business School, 2015. Accessed September 13, 2016. <http://docplayer.net/23445220-The-impact-of-generations-working-together-2015-a-significant-year-associate-professor-kate-shacklock-griffith-business-school-griffith-university.html>.

"In 2015, the youngest Baby Boomer turns 50 and a new, fifth, generation becomes eligible to join the workforce. What does this mean for organisational management? Is a multigenerational workforce an opportunity, or does it create extra challenges? This paper explores the notion of 'generation' and suggests that, based on the identified differing values that generations hold, there is merit in being aware of the differences between the generations, even though we cannot judge individuals by their generation, much like we cannot judge individuals by their nationality or religion" (p. 3).

Women and Leadership

Cook, Alison, and Christy Glass. "Women and Top Leadership Positions: Towards an Institutional Analysis." *Gender, Work & Organization* 21, no. 1 (2014): 91–103. Accessed September 13, 2016. https://www.researchgate.net/publication/259549580_Women_and_Top_Leadership_Positions_Towards_an_Institutional_Analysis.

This article examines "three institutional-level theories that may shape women's access to and tenure in top positions: the glass cliff, decision-maker diversity, and the saviour effect ... Contrary to the predictions of the glass cliff, we find that diversity among decision makers - not firm performance - significantly increases women's likelihood of being promoted to top leadership positions. We also find, contrary to the predictions of the saviour effect, that diversity among decision makers increases women leaders' tenure as CEOs regardless of firm performance" (p. 91).

Ely, Robin J., Herminia Ibarra, and Deborah Kolb. *Taking Gender into Account: Theory and Design for Women's Leadership Development Programs*. Fontainebleau, FRA: INSEAD, 2011. *Faculty & Research Working Paper*. Accessed September 13, 2016. <http://sites.insead.edu/facultyresearch/research/doc.cfm?did=48085>.

"We conceptualize leadership development as identity work and show how subtle forms of gender bias in the culture and in organizations interfere with the identity work of women leaders. Based on this insight, we revisit traditional approaches to standard leadership topics, such as negotiations and leading change, as well as currently popular developmental tools, such as 360-degree feedback and networking; reinterpret them through the lens of women's experiences in organizations; and revise them in order to meet the particular challenges women face when transitioning into senior leadership" (p. 2).

Hopkins, Margaret N., and Deborah A. O'Neil. "Authentic Leadership: Application to Women Leaders." *Frontiers in Psychology* 6, article 959 (2015): 1-5. Accessed September 13, 2016. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4502531/>.

"The purpose of this perspective article is to present the argument that authentic leadership is a gendered representation of leadership. We first provide a brief history of leadership theories and definitions of authentic leadership. We then critique authentic leadership and offer arguments to support the premise that authentic leadership is not gender-neutral and is especially challenging for women" (p. 1).

Nink, Carl. *Women Professional in Corrections: A Growing Asset*. Centerville, UT: MTC Institute. 2008. Accessed September 13, 2016. <http://www.mtctrains.com/sites/default/files/WomenProfessionalsInCorrections-Aug08.pdf>.

"This report looks at women as a growing part of the correctional workforce, examining issues affecting women and their career success. Interviews with correctional experts provide a vast amount of information as the Institute examines the demographic data, need for specialized training and explores ways to support women professionals working within

prisons, jails, and other types of detention facilities, community corrections, and the corrections field in general" (p. 3).

O'Neil, Deborah A., Margaret M. Hopkins, and Diana Bilimoria. "A Framework for Developing Women Leaders: Applications to Executive Coaching." *Journal of Applied Behavioral Science* 51, no. 20 (2015): 253-276.

"Informed by extant literature, we develop a framework of women's leadership development that integrates the key factors affecting women's leadership development (challenging organizational contexts, work-life integration and career/life-stage concerns) and the characteristics of women's leadership presence ... We apply the framework to three composite executive coaching scenarios developed from our collective executive coaching experiences. The applications illustrate how a coach's guiding questions, focused on appropriate combinations of key factors and leadership presence developmental needs, can effectively facilitate women's leadership development" (p. 253).

Waters, Kathy. Women and Leadership in Corrections. *Perspectives* 36, no. 1 (2012): 68-74. Accessed September 13, 2016.

http://www.appa-net.org/Perspectives/Perspectives_V36_N1_P68.pdf.

"The evolution of women into nontraditional working roles has taken many women on many courses. ... The stories of these women reflect many moments of growth, leadership and most of all courage. These stories deserve to continue to be told to understand how very far women have come in the work place" (p. 68). This article incorporated these stories while exploring the development of professional organizations that address the needs of women working in corrections.

Women & Leadership: A Compendium of Research from January 2009 - April 2014. Boston: Simmons School of Management's Center for Gender in Organizations, 2014. Accessed September 13, 2016. <https://www.simmons.edu/~media/Simmons/About/CGO/Documents/Women-and-Leadership-Compendium.ashx?la=en>.

This is an extensive collection of resources covering a wide range of 69 topics impacting women in leadership.

Women and Leadership: Public Says Women are Equally Qualified, but Barriers Persist. Washington, DC: Pew Research Center, 2015. Accessed September 13, 2016.

<http://www.pewsocialtrends.org/2015/01/14/women-and-leadership/>.

"This report explores public attitudes about gender and leadership with a particular focus on leadership in U.S. politics and business" (p. 1). Sections cover: overview—getting the job done in politics and business, women in leadership today, and gender and political party gaps in views on female leadership; women in leadership; what makes a good leader, and whether gender matters; and obstacles to female leadership, other key findings, and a note on generations; women in leadership—political leaders, corporate leaders, and women in the labor force; what makes a good leader, and whether gender matters; and obstacles to female leadership.

Leadership and Diversity

Advancing Diversity and Inclusion in Public Service: A Review of Leadership Development Programs in the US. New York: NYU Wagner Leadership Center for Leadership in Action, 2011. Accessed September 13, 2016.

<http://www.nuf.org/sites/default/files/Documents/Advancing%20Diversity%20and%20Inclusion%20in%20Public%20Service%20for%20web.pdf>.

"This document features existing leadership development programs for people of color in public service and general leadership programs in public service that focus on diversity. We defined leadership development programs as formal programs with allocated resources that provide specific content expertise and skill building in a group setting. These programs are designed to help people advance their leadership capacity and/or advance professionally" (p. 2).

Eken, Ihsan, Osman Özturgut, and Annette E. Craven. "Leadership Styles and Cultural Intelligence." *Journal of Leadership, Accountability & Ethics* 11, no. 3 (2016): 154-165. Accessed September 13, 2016. http://www.na-businesspress.com/JLAE/OzturgutO_Web11_3_.pdf.

"Being a culturally competent leader is not a preferred skill but a required skill within almost any organization. In order to shed light on this complex leadership adaptation in multi-cultural environments, this study explored whether there was a relationship between the leadership styles and four elements of cultural intelligence. Other than the correlation between the democratic style leadership and cultural intelligence motivation, this study has not confirmed a significant correlation between leadership styles and cultural intelligence" (p. 154).

Leadership, Diversity and Inclusion: Insights from Scholarship. New York: NYU Wagner Leadership Center for Leadership in Action, 2011. Accessed September 1, 2016.

<https://wagner.nyu.edu/files/leadership/LeadershipDiversityInclusionScholarship.pdf>.

"The goal of this review is to establish a broad and shared knowledge of the latest thinking about leadership diversity ... First we present highlights of the main findings from the literature and a brief explanation of the methodology ... Then the various findings and literature categories are discussed in depth. Finally we present conclusions, key convergences and divergences, and gaps found in the literature" (p. 2).

Leadership Development

Day, David V., and Lisa Dragoni. "Leadership Development: An Outcome-Oriented Review Based on Time and Levels of Analyses." *Annual Review of Organizational Psychology and Organizational Behavior* 2 (2015): 133-156. Accessed September 13, 2016.

<http://www.annualreviews.org/doi/full/10.1146/annurev-orgpsych-032414-111328>.

"In assessing the state of the science in leadership development, we review an array of theoretical and research approaches with the goal of stimulating thoughtful intellectual discourse regarding fundamental questions, such as, what is leadership, and what is development. We highlight the breadth of this phenomenon by reviewing theory and research that has considered the development of leadership in individuals, dyads, and teams/organizations. Additionally, we describe a set of proximal and distal signs that indicate leadership may be developing, and we promote experiences, interventions, and interactions as factors that enhance the leadership development process" (p. 133).

Gurdjian, Pierre, Thomas Halbeisen, and Kevin Lane. 2014. "Why Leadership-Development Programs Fail." New York: McKinsey Quarterly (January 2014). Accessed September 13, 2016.

<http://www.mckinsey.com/global-themes/leadership/why-leadership-development-programs-fail>.

"Sidestepping four common mistakes can help companies develop stronger and more capable leaders, save time and money, and boost morale" (p. 1). These are: overlooking context; decoupling reflection from real work; understanding mind-sets; and failing to measure results.

Peterlin, Judita. "Incorporation of Sustainability into Leadership Development." *Economic and Business Review* 18, no. 1 (2016): 31-53. Accessed September 13, 2016.

http://www.ebrjournal.net/ojs/index.php/ebr/article/viewFile/369/pdf_45.

"The purpose of this paper is to investigate implications of integrating sustainability for leadership development. We identify components of sustainable leadership development, including care for individual, organizational, social, and natural well-being. We also examine how the incorporation of sustainability influences leadership development" (p. 31).

Reddy, C, Manohar, and Vasanthi Srinivasan. "Dialogue on Leadership Development." *IIMB Management Review* 27, no. 1 (2015): 44-55. Accessed September 13, 2016.

https://www.researchgate.net/publication/273400983_Dialogue_on_leadership_development.

The authors "discuss the challenges in the field of leadership development. We distinguish between leader development and leadership development; differentiate leadership theories from leadership development theories; discuss the goals of leadership development programmes and their implications for the design of such programmes ... and the importance of designing coherent leadership development programmes which combine multiple methods and approaches" (p. 44).

Leadership in Corrections

Achieving Performance Excellence (APEX). Washington, DC: National Institute of Corrections, 2014. Accessed September 13, 2016. <http://nicic.gov/apex>.

Achieving Performance Excellence (APEX) is a business model that offers a systems approach to change, specifically for correctional organizations. It provides multiple tools and strategies to build sustainable capacity toward higher performance, evidence-based practices, and data-driven decision making. Safety and security is one of the foundational principles of APEX. In addition, this model provides a pathway for agencies to create an organizational culture and a management environment that encourages innovative ideas to improve services, processes, and results. This website provides access to: the seven volume APEX Guidebook Series: "APEX: Building the Model and Beginning the Journey," "Culture and Change Management: Using APEX To Facilitate Organizational Change," "Achieving Performance Excellence: The Influence of Leadership on Organizational Performance," "Understanding Corrections through the APEX Lens," "Applying the APEX Tools for Organizational Assessment," "APEX Resources Directory Volume 1," and "APEX Resources Directory Volume 2"; The APEX Assessment Tool Protocol; and the APEX Change Team Training Curriculum.

Atkin-Plunk, Cassandra, and Gaylene S. Armstrong. "Transformational Leadership Skills and Correlates of Prison Warden Job Stress." *Criminal Justice and Behavior* 40 no. 5 (2013): 551-568. Accessed September 13, 2016.

https://www.researchgate.net/profile/Gaylene_Armstrong/publication/258129282_Transformational_L_Leadership_Skills_and_Correlates_of_Prison_Warden_Job_Stress/links/543ea205cf2eaec07e71cdb.pdf.

"Most of the research done on job stress and related coping mechanisms relates to correctional officers in general. This study aims to fill an important gap by examining the impact of job stress on prison wardens and the ways they deal with it ... Results indicate that wardens who perceived themselves as having higher levels of transformational leadership capacity also experienced less job stress. Peer support was unrelated to job stress, but employee trust was a robust correlate. In addition, although corrections tenure was unrelated, a wider breadth of corrections experience (holding treatment and custody positions) was related to less stress" (p. 551).

Callier, Vince. "Developing Leadership Through Delegation." *American Jails* 24, no. 2 (2010): 21-24.

"The article discusses the challenge of jail administrators which is to develop leadership among subordinates. It states that the concept of delegation of trust and responsibilities are the key elements in leadership and development of the staffs. It emphasizes that letting employees to consider managerial decisions in light with risk management, budget, staffing and other issues will help them gain organizational perspective. It also provides ways on how to supervise the cynical employees." (Publisher abstract)

Campbell, Nancy M., Marie Mactavish, Patrick Dobel, Paul Katsampes, and Cindi Yates. *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Level*. Washington, DC: National Institute of Corrections, 2006. Accessed September 13, 2016. <http://nicic.gov/library/020475>.

Characteristics that result in the best performance of correctional managers and supervisors are identified along with key skills, knowledge, and attributes of effective and successful leaders which are then linked to a set of specific behaviors. This manual includes an executive summary and the following chapters: managerial profiles; ethics and values; interpersonal relationships; oral and written communication; motivating others; developing direct reports; managing conflict; team building; collaboration; problem solving and decision making; strategic thinking; managing change; program planning and performance assessment; and the criminal justice system.

Campbell, Nancy M., Marie Mactavish, Patrick Dobel, Paul Katsampes, and Cindi Yates. *Correctional Leadership Competencies for the 21st Century: Executives and Senior Level Leaders*. Washington, DC: U.S. Department of Justice, 2005. Accessed September 13, 2016. <http://nicic.gov/library/020474>.

Characteristics that result in the best performance of executive and senior level leaders are identified along with the key skills, knowledge, and attributes of effective and successful leaders which are then linked to a set of specific behaviors. Following an executive summary, this manual provides an exploration of: core competencies; managerial profiles; self-awareness; ethics and values; vision and mission; strategic thinking; managing the external environment; power and influence; strategic planning and performance measurement; collaboration; and team building.

Core Competencies for Jail Leaders. Hagerstown, MD: American Jail Association; Naples, FL: Center for Innovative Public Policy (CIPP); and Huntsville, TX: Correctional Management Association of Texas (CMIT), 2010. Accessed September 13, 2016. <http://www.cipp.org/jail/core.html>.

Access is provided for 22 core competencies which explain the knowledge, skills, and capabilities (KSCs) jail leaders need to possess. The full report explaining how these competencies were developed is at

http://www.cipp.org/jail/Final%2006%2006%202011%20BJA-Jails_mentoring-Core_competencies.pdf. The literature review which explains more about leadership development and succession planning can be found at

<http://www.cipp.org/jail/Final%20Lit%20Review%2006%2010%202011.pdf>. Both accessed September 13, 2016.

Jail Mentoring Program. Hagerstown, MD: American Jail Association; Naples, FL: Center for Innovative Public Policy (CIPP); and Huntsville, TX: Correctional Management Association of Texas (CMIT), 2011.

Access to the following resources from the mentoring program for the National Jail Leadership Command Academy is provided (all accessed September 13, 2016): Mentor Handbook http://www.cipp.org/jail/Mentor_Handbook_05_23_2011.pdf; Mentor Application http://www.cipp.org/jail/Mentor_Application_05_23_2011.pdf; Mentee Handbook http://www.cipp.org/jail/Mentee_Handbook_05_23_2011.pdf; Mentee Application; http://www.cipp.org/jail/Mentee_Application_05_23_2011.pdf; and Program Administrative Procedures http://www.cipp.org/jail/Mentoring_Jail_Leaders_Administrative_Procedures_05_23_2011.pdf

Jones-Burbridge, Jo Ann. 2012. "Servant Leadership." *Corrections Today* 73 no. 6: 45-47. Accessed August 22, 2016. <http://www.corrections.com/articles/22871-servant-leadership>.

"Since research has shown that servant leadership actually works for individuals and for group settings, how does one ask followers and subordinates to display the characteristics of a servant leader? ... the notion of servant leadership has evolved over time to mean that the servant leader not only cares about what he or she does, but also about his or her followers" (p. 45).

Succession Planning

Jail Leadership and Succession Planning Resource Center. Hagerstown, MD: American Jail Association; Naples, FL: Center for Innovative Public Policy (CIPP); and Huntsville, TX: Correctional Management Association of Texas (CMIT), 2016. Accessed September 13, 2016.

<http://www.leadingjails.com/main.html#>.

"This jail-specific website provides information about: How jails can set up their own leadership development program; how jails can establish their own mentoring program to raise their own leaders resources; and how to predict an individual jail's future leadership needs and links the jail to appropriate ideas and resources." Points of access on this website include: jail leadership; jail mentoring; core competencies; resource library—Document Locator, Leadership Planner, Jail Leadership Training, Administrative Procedures, Mentor Handbook, Mentor Forms, Mentee Handbook, Mentee Forms, and "Identifying Core Competencies and Required Knowledge, Skills, and Abilities (KSAs) for Jail Leaders: Methods and Outcomes"; and about the project.

How Can I Find Resources around Succession Planning? National Institute of Corrections Information Center, 2013. Accessed September 13, 2016.

<http://nicic.gov/topics/5250-how-can-i-find-resources-around-succession-planning>.

Contains links to eight resources specifically tailored for corrections professionals.

Pina-Ramirez, Wanda and Norma Davila. *Passing the Torch: A Guide to the Succession Planning Process*. Alexandria, VA: ATD Press, 2015.

This is a "guide for companies to think through what they need to do to maintain business continuity, regardless of who may be moving on or cannot perform their duties for any reason. This book is also a guide for the company to work through what it needs to do, using a series of easy-to-complete templates to prompt thinking. For you, the reader, this is a work book to use ... Look at it as a menu to choose which chapters you need to read to meet your needs, depending on your role in the business regardless of size" (p. xi). Chapters contained in this book are: introduction to succession planning; organizational assessment; making the business case; communication; key positions and key candidate's blueprint; talent review; successor development and knowledge management; metrics and evaluation; and when succession planning goes wrong. An appendix provides "Guiding Questions to Learn About the Business".

Stinchcomb, Jeanne B., McCampbell, Susan W., and Leslie Leip. *The Future is Now: Recruiting, Retaining, and Developing the 21st Century Jail Workforce*. Naples, FL: Center for Innovative Public Policies, 2009. Accessed September 13, 2016.

https://www.bja.gov/Publications/CIPP_JailWorkforce.pdf.

"As the 21st century unfolds, American jails are confronting unprecedented challenges. While both the numbers and the demands of their populations have steadily grown, their resources have not kept pace. As a result, perhaps at no other time have jails been in greater

need of capable staff and confident leadership. Yet within just a few years, retirements are expected to seriously diminish the ranks of managers, supervisors, and experienced line employees who are now staffing America's jails. Add to that their ongoing struggle to recruit and retain well qualified workers whose importance to the welfare of the community is often unappreciated, and it becomes clear why jail leaders throughout the country recently elevated workforce-related issues to a top national priority ... this resource "toolkit," [is] designed to assist jails with recruitment, retention, and succession planning" (p. iv).