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Upcoming Leadership Education Programs

April 14-16,
Marshall Army ROTC Award and Leadership Seminar, Lexington

June 19, Treasury Executive Institute, legacy leadership, Washington, DC

July 27, Federal Executive Institute, Lexington

Aug. 19, Council of State Governments,

A collection of articles, comments and opinion pieces from popular media and the blogosphere, thematically reflecting the spirit of George C. Marshall's enduring legacy of leadership and strategic vision.

Change management is bigger than leadership

By Gregory Shea and Cassie Solomon, *Harvard Business Review*

If an organization needs to undergo significant change, that's a leadership issue, right?

How, then, does one lead the changing of an organization, whether it is a company, business unit, service line, department, or work unit? By changing the work systems that comprise the work environment around the people whose behavior is supposed to change. Therein lies the key to successful, embedded, and sustained change: alter the environment, and people will adapt to it. Call it a species strength. We behave based on the reality around us.

Eight aspects comprise our world at work and, therefore, patterns of behavior at work: organization (organizational chart), workplace (its physical or virtual configuration), task (work flow or processes), people (specifically the skills and orientation), rewards (and punishments), measurement (the metrics employed), information distribution (who gets to know what when), and decision allocation (who is involved in what way in which decisions). A skilled change leader can convert these eight aspects into eight levers for change.

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Nine vital tools for leaders facing long odds

By George Anders, Contributor to *Forbes*

I've been on the lookout for management guideposts that can survive a long run of hard luck....How can you prevail in an impossible job? [Sir Martin] Narey's approach doesn't call for headline-making heroism. Instead his deceptively low-key methods are designed to help leaders gain time, credibility and loyalty needed to press ahead with change that mightn't pay off for years.

Toll Fellows
Program, Frankfort,
KY

- It starts with vision.
- Command is lonely; accept that.
- Make fresh approaches safe.
- It's all right to have doubts.
- You don't have to win every battle.

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Ten traits of courageous leaders

By Susan Tardanico, *Forbes*

Courageous leaders are in high demand and short supply these days.

Rampant fear has sent many organizational cultures into a downward spiral, the tenuous state of the economy creating untold levels of anxiety. According to a 2011/2012 Kenexa report, workplace stress is at the highest levels in four years, driven in large part by fear.

These are times that call for bold, confident, courageous leadership. If you want to see more courageous action by your people, consider whether you're modeling the ten traits of courageous leaders. [Some are highlighted below.]

- Say what needs to be said [very Marshall like]
- Encourage push-back. [very Marshall like]
- Take action on performance issues. [very Marshall like]
- Give credit to others. [very Marshall like]
- Hold people (and yourself) accountable. [very Marshall like]

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Ethical leadership: doing the right thing

We've seen some high profile ethical failures in the press in recent years. What we rarely see, however, are stories about the numerous companies that are managed by ethical leaders. While standards seem to keep falling in some corporations, other leaders "raise the bar" and inspire their teams to do the same. These leaders do the right thing, at the right time, for the right reasons. How do you define your own ethical standards and start putting those standards into practice?

- Define your organization's values.
- Set the tone.
- Recognize ethical dilemmas.
- Identify trigger situations.
- Reevaluate your decision before you act.

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Moral courage: the guts of a tough decision

The late Dr. Rushworth Kidder, president and founder of the Institute for Global Ethics, speaking at VMI in 2009, described the characteristics of the morally courageous leader as a high tolerance for ambiguity, public exposure, and personal risk.

"Moral courage is being willing to endure significant danger for the sake of your principles. Envision a Venn diagram where the circles represent principles, danger and endurance. Moral courage exists at the intersection of those three things," he said.

"Everywhere you go and ask, 'What are the most important moral values?', you get similar answers. Honesty, responsibility, respect, fairness and compassion are common answers. There is no difference in the values held by men or women or English speakers or not or those who are deeply religious and those who are not religious."

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