

Contents

Sources	xi
Foreword	xvii
Preface	xxiii
About the Editor	xxvii
Part One: Aspirations for Leaders in the Nonprofit and Public Sectors	1
1 What Is Leadership? <i>Max DePree</i>	5
2 The Tasks of Leadership <i>John W. Gardner</i>	11
3 The Five Practices of Exemplary Leadership <i>James M. Kouzes, Barry Z. Posner</i>	25
4 How Leaders Are Grown: The Lessons of Example and Experience <i>Ray Blunt</i>	38
5 Maintaining Board Leadership: Staying on Track and Institutionalizing Excellence <i>John Carver</i>	55
Part Two: Leadership Theories for the Nonprofit and Public Sectors	69
6 Public-Sector Leadership Theory: An Assessment <i>Montgomery Van Wart</i>	73
7 Human Dignity and Grassroots Leadership Development <i>Jim Keddy</i>	108

8	Practicing Servant-Leadership <i>Larry C. Spears</i>	116
9	Share Leadership <i>Leslie Crutchfield, Heather McLeod Grant</i>	124
10	Collaboration Processes: Inside the Black Box <i>Ann Marie Thomson, James L. Perry</i>	150
Part Three: Key Leadership Skills		177
Conceptual Skills		
11	The Strategy Change Cycle: An Effective Strategic Planning Approach for Nonprofit Organizations <i>John M. Bryson</i>	183
12	Delivering on the Promise of Nonprofits <i>Jeffrey L. Bradach, Thomas J. Tierney, Nancy Stone</i>	222
13	Performance Leadership: Eleven Better Practices That Can Ratchet Up Performance <i>Robert D. Behn</i>	239
14	The Learning Leader as Culture Manager <i>Edgar H. Schein</i>	276
15	Maintaining Trust Through Integrity <i>Warren Bennis, Joan Goldsmith</i>	293
16	Administrative Responsibility: The Key to Administrative Ethics <i>Terry L. Cooper</i>	305
Human Skills		
17	Empowering People to Lead <i>Bill George</i>	332
18	Enlist Others: Attracting People to Common Purposes <i>James M. Kouzes, Barry Z. Posner</i>	346
19	Diversity Management: An Essential Craft for Leaders <i>R. Roosevelt Thomas, Jr.</i>	371
20	Negotiating for the Public Good <i>Lisa Blomgren Bingham</i>	378

Technical Skills

- 21 Seeing Your Way: Why Leaders Must Communicate Their Visions 400
Talula Cartwright, David Baldwin
- 22 Seven Communication Tips an Effective Leader Must Have 409
William F. Kumuyi
- 23 Nonprofits and Evaluation: Managing Expectations from the Leader's Perspective 419
Salavatore P. Alaimo

Part Four: The Next Generation of Leaders and Leadership

- 24 Sustaining Impact 451
Leslie Crutchfield, Heather McLeod Grant
- 25 Characteristics of Leadership Effectiveness: Implementing Change and Driving Innovation in Organizations 479
Ann Gilley, Pamela Dixon, Jerry W. Gilley
- 26 Leadership and Innovation in the Public Sector* 502
Sandford Borins
- 27 The Changing of the Guard: What Generational Differences Tell Us About Social-Change Organizations 522
Frances Kunreuther
- 28 Into the Fire: Boards and Executive Transitions 532
Michael Allison
- 29 Leadership and Leading: Leadership Challenges 546
Marcia Marsh
- 30 Understanding the Nonprofit Sector's Leadership Deficit 551
Thomas J. Tierney
- 31 The Nexus Effect: When Leaders Span Group Boundaries 561
Jeffrey Yip, Serena Wong, Christopher Ernst

32	The Politics of Doing Good: Philanthropic Leadership for the Twenty-First Century <i>Leslie Lenkowsky</i>	570
33	New Models of Public Leadership <i>Joseph S. Nye, Jr.</i>	586
34	Ties That Bind <i>Barbara Kellerman</i>	594
	Name Index	623
	Subject Index	639