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? 5
Max DePree

2 The Tasks of Leadership 11
John W. Gardner

3 The Five Practices of Exemplary Leadership 25
James M. Kouzes, Barry Z. Posner

4 How Leaders Are Grown: The Lessons of Example and Experience 38
Ray Blunt

5 Maintaining Board Leadership: Staying on Track and Institutionalizing Excellence 55
John Carver

Part Two: Leadership Theories for the Nonprofit and Public Sectors 69

6 Public-Sector Leadership Theory: An Assessment 73
Montgomery Van Wart

7 Human Dignity and Grassroots Leadership Development 108
Jim Keddy
## CONTENTS

8 Practicing Servant-Leadership  
*Larry C. Spears*  
116

9 Share Leadership  
*Leslie Crutchfield, Heather McLeod Grant*  
124

10 Collaboration Processes: Inside the Black Box  
*Ann Marie Thomson, James L. Perry*  
150

### Part Three: Key Leadership Skills  
177

#### Conceptual Skills

11 The Strategy Change Cycle: An Effective Strategic Planning Approach for Nonprofit Organizations  
*John M. Bryson*  
183

12 Delivering on the Promise of Nonprofits  
*Jeffrey L. Bradach, Thomas J. Tierney, Nancy Stone*  
222

13 Performance Leadership: Eleven Better Practices That Can Ratchet Up Performance  
*Robert D. Behn*  
239

14 The Learning Leader as Culture Manager  
*Edgar H. Schein*  
276

15 Maintaining Trust Through Integrity  
*Warren Bennis, Joan Goldsmith*  
293

16 Administrative Responsibility: The Key to Administrative Ethics  
*Terry L. Cooper*  
305

#### Human Skills

17 Empowering People to Lead  
*Bill George*  
332

18 Enlist Others: Attracting People to Common Purposes  
*James M. Kouzes, Barry Z. Posner*  
346

19 Diversity Management: An Essential Craft for Leaders  
*R. Roosevelt Thomas, Jr.*  
371

20 Negotiating for the Public Good  
*Lisa Blomgren Bingham*  
378
## Technical Skills

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Seeing Your Way: Why Leaders Must Communicate Their Visions</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td><em>Talula Cartwright, David Baldwin</em></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Seven Communication Tips an Effective Leader Must Have</td>
<td>409</td>
</tr>
<tr>
<td></td>
<td><em>William F. Kumuyi</em></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Nonprofits and Evaluation: Managing Expectations from the Leader’s Perspective</td>
<td>419</td>
</tr>
<tr>
<td></td>
<td><em>Salavatore P. Alaimo</em></td>
<td></td>
</tr>
</tbody>
</table>

## Part Four: The Next Generation of Leaders and Leadership

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>Sustaining Impact</td>
<td>451</td>
</tr>
<tr>
<td></td>
<td><em>Leslie Crutchfield, Heather McLeod Grant</em></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Characteristics of Leadership Effectiveness: Implementing Change and Driving Innovation in Organizations</td>
<td>479</td>
</tr>
<tr>
<td></td>
<td><em>Ann Gilley, Pamela Dixon, Jerry W. Gilley</em></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Leadership and Innovation in the Public Sector*</td>
<td>502</td>
</tr>
<tr>
<td></td>
<td><em>Sandford Borins</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Frances Kunreuther</em></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Into the Fire: Boards and Executive Transitions</td>
<td>532</td>
</tr>
<tr>
<td></td>
<td><em>Michael Allison</em></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Leadership and Leading: Leadership Challenges</td>
<td>546</td>
</tr>
<tr>
<td></td>
<td><em>Marcia Marsh</em></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Understanding the Nonprofit Sector’s Leadership Deficit</td>
<td>551</td>
</tr>
<tr>
<td></td>
<td><em>Thomas J. Tierney</em></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>The Nexus Effect: When Leaders Span Group Boundaries</td>
<td>561</td>
</tr>
<tr>
<td></td>
<td><em>Jeffrey Yip, Serena Wong, Christopher Ernst</em></td>
<td></td>
</tr>
</tbody>
</table>
32 The Politics of Doing Good: Philanthropic Leadership for the Twenty-First Century  
Leslie Lenkowsky  
570

33 New Models of Public Leadership  
Joseph S. Nye, Jr.  
586

34 Ties That Bind  
Barbara Kellerman  
594

Name Index  
623

Subject Index  
639