CONTENTS

Foreword by James M. Kouzes ix
Acknowledgments xi
About the Editors xiii
Introduction 1

PART ONE Forging Ahead: The Global Picture

1 Diversity: The Imperative for Today's Leaders 9
   Frances Hesselbein

2 Leadership and Diversity Management: Unfinished Business 15
   R. Roosevelt Thomas, Jr.

3 360 for Global Leaders: Coaching Through a World Lens 25
   Maya Hu-Chan

4 Asian and Western Executive Styles 35

PART TWO Developing People: The Key to the Future

5 Passing the Baton: Developing Your Successor 51
   Marshall Goldsmith

6 Developing Exceptional Leaders: Critical Success Factors 61
   James F. Bolt
7 The Leader's Role in Growing New Leaders 75
Beverly Kaye

8 Talent Pool or Talent Puddle: Where's the Talent in Talent Management? 83
Marc Effron and Miriam Ort

9 The Cost of Investing in People Leadership Negatively Affects the Bottom Line: Fact or Fiction? 91
Howard J. Morgan and Paula Kruger

PART THREE Engaging People: The Force of Change

10 Leadership's Silver Bullet: The Magic of Inspiration 103
John H. (Jack) Zenger

11 Create Awareness; Create Change 111
Judith M. Bardwick

12 I Really Do Care! 121
Joseph Folkman

13 The Real Legacy of Leadership: Aligning Rhetoric with Reality 133
Albert A. Vicere

14 What Do Leaders Need to Know About Generation Y in Order to Lead Successfully? 145
Paul Hersey

PART FOUR Facilitating Change: The Leader's Role

15 What Is an Effective Leader? The Leadership Code and Leadership Brand 157
Norm Smallwood and Dave Ulrich

16 Leading the Emotional Side of Change: The New 21st-Century Leadership Capability 167
Robert H. Rosen
17 Adjusting the Political Temperature of Your Team 179
   Gary Ranker and Colin Gautrey

18 Making Successful Transitions: The Leader’s Perspective 187
   Patricia Wheeler

19 A Question of Leadership: What Does the Organization Need Me to Do? 203
   John Baldoni

PART FIVE  Taking the Lead: The X Factors

20 Situational Intelligence 213
   Laurence S. Lyons

21 The Arts and Leadership 219
   Nancy J. Adler

22 Client Leadership: Leading in the Marketplace 231
   Andrew Sobel

23 Leading for Sustainability 249
   Fons Trompenaars and Peter Woolliams

Index 261