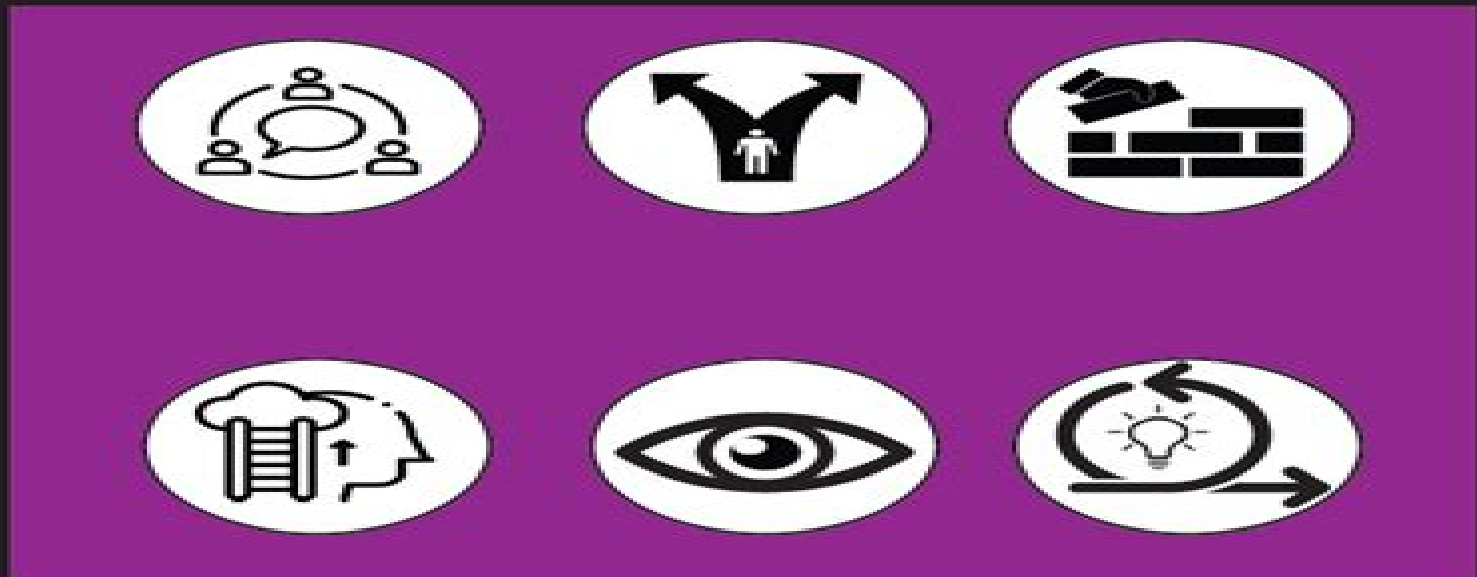


STRATEGIC LEADER META-COMPETENCIES



DEPARTMENT OF COMMAND, LEADERSHIP, AND MANAGEMENT
UNITED STATES ARMY WAR COLLEGE

Leadership Meta Competencies

Barbara L. McCombs, Lynda Miller



Leadership Meta Competencies:

Leadership Meta-Competencies Ms Vasia Agapitou, Professor Dimitris Bourantas, 2014-10-28 This book doesn't offer overrated success stories which in most cases cannot be imitated. It contains no check lists or recipes for success and it presents no theoretically based models. The meta competencies discussed in this refreshing book are timeless virtues of which effective leaders seem to possess but which are rarely if ever included in lists of competencies in the vast business leadership literature. They include Existential intelligence distinct from the much discussed emotional intelligence is about the ability to pose questions and reflect on fundamental issues in ways that develop a mature ability to interpret the world and better understand other people. Phronesis is the ability to exercise sound judgement based on skilful application of moral and political rationality. Solitude is a voluntary state achieved when an individual has the ability to momentarily withdraw and be free of external pressures and demands in order to concentrate on desired mental cognitive activities. Trust building is more often discussed in leadership literature. As a leadership competence it is about the ability to be credible, show trust in and respect for other people and inspire trust. For the curious business practitioner, business student or business educator wishing to consider aspects of leadership competence that have to some extent been hidden or forgotten, this book introduces the notion of meta competences and deals in detail with them.

Leadership Meta-Competencies Dimitris Bourantas, Vasia Agapitou, 2016-04-22 This book doesn't offer overrated success stories which in most cases cannot be imitated. It contains no check lists or recipes for success and it presents no theoretically based models. The meta competencies discussed in this refreshing book are timeless virtues of which effective leaders seem to possess but which are rarely if ever included in lists of competencies in the vast business leadership literature. They include Existential intelligence distinct from the much discussed emotional intelligence is about the ability to pose questions and reflect on fundamental issues in ways that develop a mature ability to interpret the world and better understand other people. Phronesis is the ability to exercise sound judgement based on skilful application of moral and political rationality. Solitude is a voluntary state achieved when an individual has the ability to momentarily withdraw and be free of external pressures and demands in order to concentrate on desired mental cognitive activities. Trust building is more often discussed in leadership literature. As a leadership competence it is about the ability to be credible, show trust in and respect for other people and inspire trust. For the curious business practitioner, business student or business educator wishing to consider aspects of leadership competence that have to some extent been hidden or forgotten, this book introduces the notion of meta competences and deals in detail with them.

Leadership Lexicon Rick Bellingham, William O'Brien, 2005-03 This handbook is perfect for busy leaders with little time on the job to devote to improving their effectiveness. It is packed with concrete behaviors for becoming the type of leader others follow and includes more than 500 skills and 1 500 actionable suggestions that can be put to use immediately.

Competencies for Effective Leadership Ralph A. Gigliotti, 2019-05-28 What makes a leader? In this critical time of change for leaders it has become

increasingly important to understand the competencies associated with leadership This essential book explores the ways in which Brent Ruben s Leadership Competency Scorecard can be used within an organizational setting **Strategies for Imbedding Leader Meta-Competencies in the Army Culture** Michael F. Pfenning,2002 To function effectively in this new century individuals and organizations must continually adapt learn new skills and continually assess their capabilities In short they must remain self aware Motivation for change within the business world is often profit motivated However change within the government including the Department of Defense is usually driven by organizational restructuring or drastic changes in the global security environment such as the fall of the Iron Curtain or the events of September 11th Many corporations and some government agencies have enjoyed success in effecting major changes within their organizations including their organizational culture Success of the Army s ongoing Transformation Campaign Plan may also depend upon its ability to adapt at the strategic level to include changing the Army culture One of the many outcomes of the Army s latest cultural audit of its commissioned noncommissioned and warrant officers as well as Department of the Army civilians the ongoing Army Training and Leader Development Panel has been the identification of required leader meta competencies for success in the 21st Century Army Although the Army is now focused on resolving many of the training and leader development issues associated with the Transformation Campaign Plan the task of imbedding these meta competencies in the Army culture at the strategic level is unfinished Although many ideas on how to change the Army s culture are being contemplated by the Army s leadership a unifying vision of this process has not yet emerged This review of organizational and cultural change processes of recommendations from a recently completed organizational climate survey of the U S Armed Forces and of lessons learned from government agencies which have recently undergone cultural change will provide insights into the development of similar cultural change strategies for the Army Strategies for Imbedding Leader Meta-competencies in the Army Culture Michael F. Pfenning,Army War College (U.S.),2002 To function effectively in this new century individuals and organizations must continually adapt learn new skills and continually assess their capabilities In short they must remain self aware Motivation for change within the business world is often profit motivated However change within the government including the Department of Defense is usually driven by organizational restructuring or drastic changes in the global security environment such as the fall of the Iron Curtain or the events of September 11th Many corporations and some government agencies have enjoyed success in effecting major changes within their organizations including their organizational culture Success of the Army s ongoing Transformation Campaign Plan may also depend upon its ability to adapt at the strategic level to include changing the Army culture One of the many outcomes of the Army s latest cultural audit of its commissioned noncommissioned and warrant officers as well as Department of the Army civilians the ongoing Army Training and Leader Development Panel has been the identification of required leader meta competencies for success in the 21st Century Army Although the Army is now focused on resolving many of the training and leader

development issues associated with the Transformation Campaign Plan the task of imbedding these meta competencies in the Army culture at the strategic level is unfinished Although many ideas on how to change the Army s culture are being contemplated by the Army s leadership a unifying vision of this process has not yet emerged This review of organizational and cultural change processes of recommendations from a recently completed organizational climate survey of the U S Armed Forces and of lessons learned from government agencies which have recently undergone cultural change will provide insights into the development of similar cultural change strategies for the Army

Public Sector Leadership Petri Virtanen, Harri Jalonen, Marika Tammeaid, 2022-11-30 Drawing its origins from the Human Relations movement of the early 20th century and from public leadership orientations emphasising human aspects human centred public leadership approaches leadership from a system s perspective It explores societal institutions organisations and phenomena as an emergent system structure that manifests its existence through the multilateral and reciprocal interaction of its parts Systems thinking and the need for systemic change suggest that one can only understand and improve a system by looking at how all the parts interact with each other and how they are integrated The systemic nature of public leadership refers to dynamic learning mechanisms as they relate to the contents of leadership development tools which are derived mainly from the changing mode of the operating environment from the leaders own experience from their own personalities from a learning by doing approach to leadership development and from the ways in which leaders learn and unlearn This book presents key concepts approaches origins applications and best practices to understand the evolution and nature of human centred approach in public leadership It introduces a new public leadership paradigm that is needed in a complex internationally interconnected social economic cultural and political environment Based on scholarly public leadership research in addition to the authors professional experience as academics managers practitioners and consultants this volume offers guidance for decision makers public business and non governmental sector leaders managers and practitioners about how to create a context and contents for human centred leadership in the age of complex society and turbulent operating environment It will be of value to researchers academics and students in the in the fields of leadership and public management

Strategic Leadership Competencies, 2003 The strategic leadership literature in both the academic and military contexts is replete with long lists of the knowledge skills and abilities Unfortunately long comprehensive lists are problematic Looking across the literature on strategic leadership current Army strategic leader competencies and the future environment six meta competencies can be derived identity mental agility cross cultural savvy interpersonal maturity world class warrior and professional astuteness

Leading Forward Tim A. Flanagan, John S. Lybarger, 2014-02-07 Explains the four dimensions of effective leadership for leaders in the public sphere There is a wealth of advice available for corporate leaders but little in the way of leadership guidance for those in government agencies Leading Forward fills that gap by providing a development framework and assessment tool based on the four dimensions of effective leadership empowerment

fairness leaders and supervisors These four dimensions are critical competencies that leaders must develop in order to succeed now and in the future Based on years of working with agency leaders at all levels of government and the latest assessment data from the Office of Personnel Management this practical resource includes a review of the current core leadership competencies and a detailed look at the gaps between actual and expected execution Offers unique and uncommon leadership guidance for those in the public sector Includes examples exercises techniques and case studies as well as interviews with past and current leaders Ideal for government agency executives and students in leadership and professional development programs Leading effectively in a government agency is different than leading in the private sphere Leading Forward offers a practical and effective framework for developing great leaders for the public good

Leadership skills in an intercultural context Nora Stracke,2021-07-06 Seminar paper from the year 2020 in the subject Leadership and Human Resources Miscellaneous grade 2 3 Fresenius University of Applied Sciences Idstein Hochschule Fresenius Fachbereich Onlineplus course Intercultural Competence language English abstract This term paper analyzes What competencies are required in leaders of intercultural teams in the pursuit of successful leadership Firstly difficulties in intercultural environments and settings are presented Afterwards the potential difficulties and requirements on Intercultural Leadership IL are defined Looking at the GLOBE study the variety of leadership styles in different countries are going to be inspected In detail this term paper is going to focus on leadership styles in Germany and the USA The explored differences create potential for misunderstanding frustration and ineffectiveness Guidance in an intercultural context does not only require professional qualification but fundamental Intercultural Competencies IC and Intercultural Intelligence II that are going to be investigated in this elaboration These skills are also crucial for team building In this paper the MBI framework is an example The conscious usage of IC and II distributes slowly in the corporate world During my research I was unable to find one company meeting all of them in their principles To explore different approaches the strategies of Amazon and Weleda are considered In Australia due to the population many cultures meet The Australian Human Rights Commission has investigated the influence of different skills in leadership To take it to an expert meta perspective an interview is analyzed *The Five Literacies of Global Leadership* Richard David Hames,2007-05-21 New research has exposed our leadership paradigm as a outdated mess of flawed models and practices By working with great leaders and observing their common attitudes and behaviours Richard Hames has cracked a universal code based on intelligence appreciation and collaboration This code unlocks Five Literacies of Global Leadership These behaviours are the trade secrets of the artists and alchemists among us Often instinctively these leaders charge others with energy search for new perspectives and embrace diversity And they are driven by dialogue This book reveals approaches and attitudes that they all share and that can make anyone an exceptional leader **The School Leader's Guide to Learner-Centered Education** Barbara L. McCombs,Lynda Miller,2009 The time is right and the need is profound for learner centered practices in schools McCombs

and Miller describe the tools available and how a school can use them to make substantial changes that increase student performance Jean W Pierce Professor of Educational Psychology Northern Illinois University A new leadership paradigm for increasing collaboration and boosting achievement In today's educational environment school leaders must find new ways to create a positive school climate for staff and students while helping them meet rigorous testing and accountability requirements The School Leader's Guide to Learner Centered Education introduces a transformative leadership model for creating and sustaining a learner centered school environment Using core principles of educational psychology the authors examine how educators can support student growth development and achievement by focusing on key factors such as cognition metacognition motivation affect and individual differences Numerous reflective exercises assessment tools and real life success stories help readers Provide moral leadership for creating school change Incorporate learning standards without sacrificing student engagement Form learner centered support groups that utilize networking and technology Prepare students for the challenges of global citizenship Promote success for diverse populations and marginalized groups Designed to meet the needs of a rapidly evolving world this new leadership paradigm provides school principals superintendents and district leaders with the means to engage all members of the educational community in a lifelong process of growth improvement and empowerment **Proceedings of the ... Annual Meeting** Eastern Academy of Management.

Meeting, 1999 *Leadership for Recreation, Parks, and Leisure Services* Christopher R. Edginton, Susan D. Hudson, 2005 This third edition is unique In the first edition entitled *Leadership in Recreation and Leisure Service Organisations* the authors organised the effort into separate theoretical and practical applications sections that covered a variety of direct service areas The second edition was split into textbooks *Leadership in Recreation and Leisure Service Organisations* and *Leadership for Recreation and Leisure Programs and Settings* The current effort focuses on bringing together a number of interrelated elements that influence leadership in recreation parks and leisure service organisations The first part of the book discusses the work of leaders and includes presentation of theoretical and foundational information The second part focuses on leaders in groups Finally the third part is dedicated to leadership elements in a number of recreation parks and leisure service settings *Leadership in Recreation Parks and Leisure Services* also features many distinctive pedagogical elements The authors have identified learning objectives and key terms at the beginning of each chapter This will be useful in helping students focus their attention to the intent of each chapter In addition each chapter has marginal quotations featuring perspectives from notable individuals These quotations will provide heightened awareness and understanding of the subject matter Also featured in each chapter is an outstanding leader in the recreation parks and leisure service field These vignettes known as *A Legacy of Leadership* feature historic and current figures in the recreation parks and leisure service field Further leadership perspectives from professionals across the United States are included in the section entitled *Leadership A Point of View from the Profession* Each chapter is concluded with discussion questions a case study and

experiential learning experiences from which students can explore and analyse their own thinking engage in problems solving strategies and reflect upon their own thinking regarding leadership Distributing Leadership for Personalizing Learning Ron Ritchie,Ruth Deakin Crick,2007-12-30 The key idea of the book will be that an effective means of implementing personalizing learning is to adopt distributed approaches to school leadership Teaching Strategy Gabriel Marcella,2010 Teaching all strategy from grand to military is essential in the preparation of national security professionals and military leaders The experience of the armed forces in recent wars recommends that those involved with the system of military education seriously study the way strategy is taught The task is even more imperative because the ambiguous conflicts and the complex geopolitical environment of the future are likely to challenge the community of strategists civilian as well as military in ways not seen in the past In this context developing the appropriate curriculum and effective methods of teaching strategy will be the responsibility of universities colleges and institutions of professional military education The authors of this compendium ask and answer the central question of how to teach strategy The findings insights and recommendations in this volume are those of professionals who are accomplished in the classroom as well as the crucible of strategy **Human Resource Planning** ,2004 Management Angelo Kinicki,Denise Breaux Soignet,2002 *A Criterion-related Validation Study of the Army Core Leader Competency Model* ,2007 This report describes the gathering and evaluation of evidence of the criterion related validity of the Army core leader competency model Predictor data in the form of ratings of the competencies and components were collected from subordinates Criterion data in the form of ratings of leader effectiveness were collected from supervisors Results showed evidence of the criterion related validity for the Army core leader competencies Implications for an instrument to assess the competencies and components are also discussed Stinet The RHP Companion to Outdoor Education Peter Barnes,Bob Sharp,2004 This is a lucid and helpful assessment of the state of outdoor education today with an important focus on how differing individuals and groups may learn from outdoor experiences

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