

THE PULSE RATE

JUNE 2007

A LEADERSHIP ISSUE...

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PULSE COURSES INCLUDE:

- **The PULSE Program
July 16-20**
- **PULSE Conversations
September 24**
- **PULSE for Managers
September 25**
- **Appreciative Inquiry
September 26-27**

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Leadership is a subject high in our minds at the PULSE Institute, and close to our hearts. In the past year we have grown our business and expanded our client list across the US and into Africa. As we prepare for the next year, we are thinking about how we will continue to achieve our future goals.

As many of you know, we have hired Terry Tudor as our new business manager. In this issue, you can read both Nancy Love's and Terry's view of leadership, and on page 3 you will find a reading list from

these two smart leaders.

Also, on the back page you we include a new feature: a list of conferences both Nancy and Steve will be speaking at this fall.

Many of us know when we are experiencing poor leadership, but few of us can articulate the solutions and causes as well as the clever pundits mentioned on these pages.

~Marjorie Munroe
Editor

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AT THE SORBONNE...

Three years ago, Dr. Laurie Hill and I agreed that when we finished our PhD programs we would treat ourselves with a trip to Paris. The highlight of the trip was a visit to the Sorbonne.

The Sorbonne is history, receiving the first university charter in 1253 AD, it's an institution among institutions. Laurie and I were thrilled when the Sorbonne accepted copies

of our dissertations for their foreign thesis collection. The librarian was gracious and overwhelmed by our generosity, which was surprising because we were the ones who felt honoured. The experience solidified our acceptance into the world of academic accomplishment and showed us the importance of following your dreams.

~Dr. Nancy Love

<http://www.paris4.sorbonne.fr/en/sommaire.php3>

DR. NANCY LOVE ON LEADERSHIP

For the past seven years I have been studying and writing about leadership. What I know for sure is that leadership is essential. If there are two people in a room, one emerges as the leader. The leadership may shift from one to the other but at any given time it will be easy to see and to hear who the leader in the conversation is.

The field of leadership has many gurus and a variety of theories and models and definitions. In my own work I was not so much interested in how leadership happens. In fact lead-

ership has two rather distinct definitions, one related to preeminence in a field and the other related to influence over others. It is the second type of definition that interests me.

In my work I have redefined leadership as “vicarious responsibility”. By that I mean that leaders are vicariously responsible for what their followers do. They are directly responsible to those above them and yet they can only relate to the work of their followers in a vicarious way. The followers, in conversation and through outcomes,

inform the leaders of their accomplishments, so the experience of their work is vicarious for the leader. The leader then, through stories, suggestions, and demands influences change in responsibility and accountability in a vicarious way to followers.

...to be continued next month

~Dr. Nancy Love



TERRY TUDOR ON LEADERSHIP



The Lao Teh Ching by Lao Tzu contains many symbolic and paradoxical inferences to the nurturing and creative power of the feminine. Nevertheless, is this Primal Virtue, or quality, the exclusive domain or advantage of the feminine gender?

During my own career, I have born witness and experienced the phenomena of women implementing an aggressive ‘masculine’ style and vice versa with men using a respective inclusive ‘feminine’ style. While the ‘feminine’ style

of leadership successfully includes, respects, and energizes followers, the practice is not exclusive to women as many male and female leadership authorities have extensively promoted its use. The Daniel Goleman et al. contention that “leaders are made, not born” supports the concept of effective leadership being independent of inherent traits, behaviours or gender.

In short, it is not about one gender style being better than the other — they are simply different.

A LEADERSHIP READING LIST

"Management is doing things right; leadership is doing the right things."

Peter F. Drucker

⇒ ***The Leadership Challenge***, by James Kouzes, and Barry Posner is about how leaders mobilize others to want to get extraordinary things done in organizations. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about leadership that creates the climate in which people turn challenging opportunities into remarkable successes.

⇒ ***Encouraging the Heart: A leader's Guide to Rewarding and Recognizing Others***, by James Kouzes and Barry Posner team up again to reflect upon one of the most elusive aspects of leadership – caring – and offer readers a deeper understanding of how and why it works.

⇒ ***Building the Bridge as You Walk on it: A guide for Leading Change*** by Robert Quinn. In Terry Tudor's words: "One of the best books on leadership I have ever read". This book tells the personal stories of people who have embraced deep change and inspired the author to develop a new model of leadership – "the fundamental state of leadership.". The exploration of this transformative state is at the very heart of the book.

⇒ ***Leadership: Classical, Contemporary, and Critical Approaches*** edited by Keith Grint. This reader includes key statements from classical philosophy (Plato, Sun Tzu, Machiavelli) through to modern management writers (Barnard, Kets de Vries, Fiedler, Rosener). It poses questions such as: What is leadership? Are leaders made or born? Are the characteristics and challenges of leadership the same across time and cultures?

⇒ ***Leadership From Within*** by Peter Urs Bender. For Bender, leadership begins with leading ourselves. It means finding out what will bring us fulfillment not in isolation from others but in collaboration with them. He shows that there are two kinds of leaders: leaders-from-without, who are driven by fear, pressures, and elements beyond their control; and leaders-from-within, who are moved by a desire to help, encourage, grow, and realize shared visions.

⇒ ***The Leader of the Future: New Visions, Strategies, and Practices for the Next Era*** edited by Frances Hesselbein, Marshall Goldsmith and Richard Beckhard. *The Leader of the Future* is a book about the future quality of our lives, our businesses, our organizations, our society – and the leadership required to move us into the exciting unknown.

We have had requests for a professionally produced mediation training video, which can be used to promote mediator services and enhance training. We would like to extend an invitation for sponsorship. In return for a financial contribution we will list you as a funding sponsor in the opening credits.

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A G E N T S F O R C O L L A B O R A T I V E F U T U R E S

The PULSE Institute, through professional training, coaching and mediation services, offers the means to improve workplace communication and managerial effectiveness. At PULSE we value Responsiveness, Integrity, Inclusiveness, Flexibility, Creativity, and Accountability in all training, coaching and mediation services.

CONFERENCES

Steve Critchley and Nancy Love will be speaking at the following conferences:

Canadian Institute:

Managing Alberta's Mega-Projects

September 18-19, 2007

[Canadianinstitute.com/
ABProjects](http://Canadianinstitute.com/ABProjects)

Canadian Institute: Western Canada Sour Gas Operations

October 3-4, 2007

[Canadianinstitute.com/
sourgas](http://Canadianinstitute.com/sourgas)

LAUNCHING A WEBSITE: WWW.PULSEINSTITUTE.COM

PULSE has launched a new website. Some features of this new website are:

- Online course calendar
- Online course registration
- Announcements
- Opt-in subscriptions for this newsletter
- Online survey

Also, we will be adding a community learning page later this year, so keep your eye on www.pulseinstitute.com.

Now that this intensive, all-encompassing project is finished, I feel the need for a website support group. Any takers?

Marjorie Munroe



*PULSE Institute shirts are now available. Call us for further info!
1 888 882 8804*