Gower Handbook of Leadership and Management Development

EDITED BY

JEFF GOLD, RICHARD THORPE AND ALAN MUMFORD

GOWER

Contents

List of Figures List of Tables Preface by Ala Preface to the About the Edit	an Mnmford New Edition by Jeff Gold and Richard Thorpe	ıx xi xiil xv xvii
PART 1	LEADERSHIP AND MANAGEMENT DEVELOPMENT IN THE TWENTY-EIRST CENTURY	1
Chapter 1	Leadership and Management Development: The Current State Richard Thorpe and Jeff Gold	3
Chapter 2	National and International Developments in Leadership and Management Development <i>Kai Peters</i>	23
PART 2	STRATEGIC WORK IN LEADERSHIP AND MANAGEMENT DEVELOPMENT	
		39
Chapter 3	Crafting a Leadership and Management Development Strategy J John Burgoyne	41
Chapter 4	Crafting a Leadership and Management Development Strategy II <i>Tim Spackrnan</i>	57
Chapter 5	Developing the Board Through Corporate Governance Reform and Board Evaluation <i>Terry McNulty</i>	83
Chapter 6	Strategies for Leadership and Executive Development Murray M. Dalziel	99
Chapter 7	Leadership, Management and Organisational Development <i>Richard Bolden</i>	117
Chapter 8	Leadership and Management Development in Small and Medium-Sized Enterprises: SME Worlds Jeff Gold and Richard Thorpe	133

vi Cower	Handbook of Leadership and Management Development	
Chapter 9	Leadership and Diversity Development Beverly Dawn Metcalfe	151
Chapter 10	Leadership Ethics Simon Robinson	175
Chapter 11	Evidence-based Leadership and Management Development <i>Bob Hamlin</i>	197
PART 3	BASICS	221
Chapter 12	Measuring and Assessing Managers and Leaders for Development Jeff Gold and Paul lies	223
Chapter 13	Talent Management and Career Development Paul lies and David Preece	243
Chapter 14	How Leaders and Managers Learn Jeff Gold, Richard Thorpe and Alan Mumford	261
Chapter 15	Choosing and Using Exceptional Events for Informal Learning Lloyd Davies	279
Chapter 16	Evaluation	291
	Lisa Anderson	
PART 4	ADVANCED PROCESSES AND TOOLS	311
Chapter 17	Neuro-linguistic Programming for Leaders and Managers	313
Chapter 18	Paul Tosey Leading Reflection: Developing the Relationship between Leadership and Reflection Russ Vince and Michael Reynolds	331
Chapter 19	Feedback and 360-degree Development Peter Holt, Suzanne Pollack and Phil Radcliff	347
Chapter 20	Building Quality into Executive Coaching David E. Gray	367
Chapter 21	Intuitive Intelligence Eugene Sadler-Smith and Erella Shefy	387
Chapter 22	Critical Action Learning Kiran Trehan and Mike Pedler	405

Chapter 23	Mentoring for Leaders and Managers Bob Garvey	423
Chapter 24	E-learning for Managers and Leaders	441
	Jim Stewart	
PART 5	WIDENING HORIZONS	457
Chapter 25	Leadership and Management Development in the Voluntary and Community Sectors <i>Alison Trimble and Becky Malby</i>	459
Chapter 26	Leadership and Management Development for the Environment Alan Murray	475
Chapter 27	Leading and Managing in Global Contexts Kim Turnbull James and James Collins	489
Chapter 28	Conversations and Learning: Narrative and Development in Practice <i>John Lawler and Jackie Ford</i>	513
Chapter 29	Public Sector Leadership and Management Development <i>Jean Hartley</i>	531
Chapter 30	Developing Leaders as Futures Thinkers . <i>Pew Micic</i>	547
Index		567

Contents vii