

— Contents

Foreword	vii
<i>Bernard M. Bass</i>	
About the Authors	ix
Introduction	01
<i>Jay A. Conger and Ronald E. Riggio</i>	
Part One: Leadership Development and Selection	09
1 Best Practices in Leader Selection	11
<i>Ann Howard</i>	
2 Best Practices in Leadership Assessment	41
<i>Manuel London, James W. Smither, and Thomas Diamante</i>	
3 Shifting the Emphasis of Leadership Development: From “Me” to “All of Us”	64
<i>Patricia M. G. O’Connor and David V. Day</i>	
4 Getting Leader Development Right: Competence Not Competencies	87
<i>Morgan W. McCall Jr. and George P. Hollenbeck</i>	
Part Two: The Tasks of the Leader	107
5 Best Practices in the Use of Proactive Influence Tactics by Leaders	109
<i>Gary Yukl</i>	
6 Creating the Conditions for Success: Best Practices in Leading for Innovation	129
<i>Michael D. Mumford, Dawn L. Eubanks, and Stephen T. Murphy</i>	

7	Best Practices in Ethical Leadership <i>Craig E. Johnson</i>	150
8	Best Practices in Team Leadership: What Team Leaders Do to Facilitate Team Effectiveness <i>Kevin C. Stagl, Eduardo Salas, and C. Shawn Burke</i>	172
Part Three: Leading the Organization		199
9	Best Practices in Leading Organizational Change: Workplace Recovery Following Major Organizational Transitions <i>Mitchell Lee Marks</i>	201
10	Best Practices in Leading at Strategic Levels: A Social Responsibility Perspective <i>David A. Waldman</i>	224
11	Best Practices in Corporate Boardroom Leadership <i>Jay A. Conger</i>	244
Part Four: Leading in Today's World		261
12	Best Practices in Leading under Crisis: Bottom-Up Leadership, or How to Be a Crisis Champion <i>Ian I. Mitroff</i>	263
13	Best Practices in Leading Diverse Organizations <i>Lynn R. Offermann and Kenneth Matos</i>	277
14	Best Practices in Cross-Cultural Leadership <i>Mary B. Teagarden</i>	300
15	Getting It Right: The Practice of Leadership <i>Ronald E. Riggio and Jay A. Conger</i>	331
	Notes	345
	Index	389