

SUSTAINABLE LEADERSHIP / LEAN MANAGEMENT

Selected Bibliography

BOOKS

BEST PRACTICES IN LEADERSHIP DEVELOPMENT AND ORGANIZATION CHANGE

Best practices in leadership development and organization change : how the best companies ensure meaningful change and sustainable leadership / ed. Louis Carter, David Ulrich, Marshall Goldsmith. - 1st ed. - San Francisco : Pfeiffer, 2005. - XXIX, 475 p. : il., quadros e figuras ; 25 cm. - (Essential resources for training and HR professionals)

Inclui referências bibliográficas e índices.

ISBN 0-7879-7625-3

MANAGING INNOVATION AND CHANGE

Managing innovation and change / edited by David Mayle. - 3rd ed. - London, New York : Sage Publications, 2006. - XI, 288 p. : il., quadros e figuras ; 25 cm.

ISBN 978-1-4129-2250-X

CAVALCANTI, Vera Lúcia

Liderança e motivação / Vera Lucia Cavalcanti... [et al.]. - 2ª ed. reimp.. - Rio de Janeiro : FGV, 2009. - 147 p. : il., quadros e figuras ; 22 cm.. - (Gestão de Pessoas)

Inclui referências bibliográficas p. 141-147.

ISBN 85-225-0525-X (brochado)

FULLAN, Michael

Liderar numa cultura de mudança / Michael Fullan ; trad. Phala. - Porto : Asa, 2003. - 143 p. : quadros ; 24 cm

Inclui referências bibliográficas, p. 139-143.

ISBN 972-41-3600-0 (brochado)

JOURNAL

THE INTERNATIONAL JOURNAL OF LEADERSHIP IN PUBLIC SERVICES.

Brighton

The international journal of leadership in public services / ed. lit. Graham Towl ;
University of Birmingham. - Vol. 1, n. 1 (April 05)-. - Brighton : Pavilion. - 28 cm.

Descrição baseada em : vol. 3, n. 1 (April 2007)

TÍTULO ACTIVO.

Quadrimestral

ISSN 1747-9886

EMERALD MANAGEMENT XTRA DATABASE

1. TI: [Toward an integrated model of leadership for corporate responsibility and sustainable development: a process model of corporate responsibility beyond management innovation](#)
AU: Alessia D'Amato, Nigel Roome
KW: ; Corporate social responsibility; Innovation; Leadership; Organizational change; Social change; Sustainable development
JN: Corporate Governance
PD: 2009
PB: Emerald Group Publishing Limited
VO: 9
NO: 4
PG: 421 - 434
IS: 1472-0701
URL: <http://www.emeraldinsight.com/10.1108/14720700910984972>
ABT: **Purpose** – The literature on corporate responsibility (CR) increasingly recognizes the importance of leadership in support of organizational change. This is particularly the case when CR provides the basis for the business contribution to sustainable development, which is understood to involve organizational and social innovation leading to change. The paper draws on theoretical and empirical studies to examine leadership for CR as a particular example of management innovation. **Design/methodology/approach** – The paper develops a model of leadership for CR as the business contribution to sustainable development by confronting and integrating the literatures on management innovation and leadership for CR. The proposed model is consistent with the direction, alignment, commitment (DAC) framework that fosters a culture of organizational leadership relevant to the specific case of business and sustainable development. **Findings** – The process model described in the paper connects leadership in organizational change with literature on management innovation. The paper draws on theoretical and empirically grounded literature on management, corporate responsibility and organizational psychology. It puts forward a sequence of mechanisms that contribute to successful change and discusses how they are linked. This sequence provides a process model of leadership practices for CR as the business contribution to sustainable development viewed as a particular form of management innovation, which involves the advancement of leadership practices for CR as organizational and social change. **Research limitations/implications** – The model is useful as a reference to practice and as a basis for leadership development. In terms of theory the model needs to be more thoroughly tested in empirical settings to understand better the interdependencies between leadership practices for CR and management innovation. **Originality/value** – This process model is the first attempt to develop a comprehensive understanding of CR in a management innovation framework. In doing this it moves beyond the recent focus on leadership skills and competences of individuals.

2. TI: [Sustainable leadership: management control systems and organizational culture in Novo Nordisk A/S](#)
AU: Mette Morsing, Dennis Oswald
KW: ; Control systems; Economic sustainability; Organizational culture
JN: Corporate Governance
PD: 2009
PB: Emerald Group Publishing Limited
VO: 9
NO: 1
PG: 83 - 99
IS: 1472-0701
URL: <http://www.emeraldinsight.com/10.1108/14720700910936083>
ABT: **Purpose** – The purpose of this paper is to demonstrate how top managers seek to provide the necessary leadership inside an organisation when sustainability is a primary strategic objective, and the paper seeks to ask to what extent it is possible to influence sustainability at the operational level by contemporary management control systems as it proposes to integrate the perspective of organizational culture.
Design/methodology/approach – The paper is based on a single case study of Novo Nordisk A/S. **Findings** – The paper concludes by asking questions to managerial practice as well as to theory, concerning to what extent sustainability practices are measured by concurrent management control systems, and to what extent organizational culture perspective is a necessary prerequisite to manage and control sustainable leadership practice. **Research limitations/implications** – Future research should engage in exploring informal and organizational cultural aspects of how managers control the integration of sustainability into business practice. **Practical implications** – The paper is based on a single case study of a company internationally known for its high standards of sustainable leadership practice, and the conclusions therefore provide guidelines for other managers considering ways of integrating sustainability. **Originality/value** – The paper brings new attention to the appropriateness of existing management control systems when managers attempt to control sustainability practices and it suggests the importance of organizational culture in an original case study of Novo Nordisk A/S.
3. TI: [Sustainable leadership](#)
AU: K. Makipere
KW: ; Corporate governance; Social responsibility; Sustainable development
JN: Strategic Direction
PD: 2008
PB: Emerald Group Publishing Limited
VO: 24
NO: 9
PG: -9223372036854775808 - -10
IS: 0258-0543
URL: <http://www.emeraldinsight.com/>
ABT:
4. TI: [Developing Sustainable Leadership](#)
AU: Brian Roberts
KW:
JN: International Journal of Educational Management
PD: 2007
PB: Emerald Group Publishing Limited
VO: 21
NO: 7
PG: 643 - 644
IS: 0951-354X
URL: <http://www.emeraldinsight.com/>:

5. TI: [Sustainable leadership ethics: a continuous and iterative process](#)

AU: Goran Svensson, Greg Wood

KW: ; Ethics; Leadership

JN: Leadership & Organization Development Journal

PD: 2007

PB: Emerald Group Publishing Limited

VO: 28

NO: 3

PG: 251 - 268

IS: 0143-7739

URL: <http://www.emeraldinsight.com/10.1108/01437730710739666>

ABT: **Purpose** – The objective of this article is to develop and describe a conceptual framework of sustainable leadership ethics. **Design/methodology/approach** – The paper provides a description of the inputs, actions and outputs of sustainable leadership ethics.

Findings – Sustainable leadership ethics is a process. In addition, it is continuous and iterative. The inputs, actions and outputs construct the dynamics of this continuous process.

Research limitations/implications – The conceptual framework aspires to be highly dynamic. The ultimate outcome is dependent upon the evolution of time and contexts. It is also dependent upon and provides reference to the behaviours and perceptions of people. It provides guidance on what and how to address sustainable leadership ethics in research. It provides a descriptive framework. **Practical implications** – The framework proposes sustainable leadership ethics to be a continuous and an iterative process. There is no actual end of the process, but a constant reconnection to the initiation of successive process iterations of the sustainable leadership ethics. The conceptual framework also provides guidance on what and how to address sustainable leadership ethics in practice. It serves as a managerial framework. **Originality/value** – It contributes to create a structure for sustainable leadership ethics in both research and practice.

6. TI: [How good management can make you lean, but not mean: Non-profits need more than just vision to prosper](#)

AU:

KW: ; Corporate strategy; Leadership; Management skills; Non-profit organizations

JN: Strategic Direction

PD: 2009

PB: Emerald Group Publishing Limited

VO: 25

NO: 8

PG: 17 - 19

IS: 0258-0543

URL: <http://www.emeraldinsight.com/10.1108/02580540910968526>

ABT: **Purpose** – The purpose of this article is to study the role of “non-profit” organizations. Examples of five leading non-profits are presented to show how management strengths can be added. **Design/methodology/approach** – The paper looks at how “non-profit”

organizations acquire sufficient funding to carry out their important work and how best to spend the money available to them. **Findings** – Identifying a problem of many such “non-profit” organizations as being strongly led but under-managed, the paper offers a framework to help them change direction and become high-performers. **Originality/value** – Once a

“non-profit” organization has achieved strategic clarity, homing in on a small number of key metrics can be a powerful way to keep everyone in the organization focused on both the fidelity and implementation of the ultimate outcomes.

7. TI: [Lean Six Sigma for Supply Chain Management: The 10-Step Solution Process](#)

AU: K. Narasimhan
KW:
JN:
PD: 2009
PB: Emerald Group Publishing Limited
VO: 21
NO: 6
PG: 637 - 638
IS: 1754-2731
URL: <http://www.emeraldinsight.com/>
ABT:

8. TI: [Origins of lean management in America: The role of Connecticut businesses](#)

AU: M.L. Emiliani
KW: ; Automotive industry; History; Lean production; Management technique; Manufacturing systems; United States of America
JN: Journal of Management History
PD: 2006
PB: Emerald Group Publishing Limited
VO: 12
NO: 2
PG: 167 - 184
IS: 1751-1348
URL: <http://www.emeraldinsight.com/10.1108/13552520610654069>
ABT: **Purpose** – The purpose of this paper is to provide a historical account of the significant role that Connecticut businesses and business leaders had in the spread of Lean management throughout the USA. The paper aims to describe what happens when managers do not understand and apply an important principle of Lean management.
Design/methodology/approach – Survey of published and unpublished records, as well as personal communications with key figures. **Findings** – Establishes the role and importance of Connecticut businesses and business leaders in the discovery and dissemination of Lean management in America since 1979, external to Toyota and its affiliated suppliers.
Research limitations/implications – The accuracy of some past events necessarily relies on the recollection of key figures that were obtained by personal communications. **Practical implications** – Describes how an important principle, “respect for people,” was not understood by most management practitioners, thus hindering efforts to correctly practice Lean management and improve business performance. **Originality/value** – The paper provides a historical account of Lean management in America, focusing on activities that occurred in the State of Connecticut post-1979. Description and relevance of a key area of misunderstanding among practitioners of the Lean management system.

9. TI: [The integration of lean management and Six Sigma](#)

AU: Edward D. Arnheiter, John Maleyeff

KW: ; Just in time; Manufacturing systems; Quality programmes; Total quality management

JN: The TQM Magazine

PD: 2005

PB: Emerald Group Publishing Limited

VO: 17

NO: 1

PG: 5 - 18

IS: 0954-478X

URL: <http://www.emeraldinsight.com/10.1108/09544780510573020>

ABT: **Purpose** – To eliminate many misconceptions regarding Six Sigma and lean management by describing each system and the key concepts and techniques that underlie their implementation. This discussion is followed by a description of what lean organizations can gain from Six Sigma and what Six Sigma organizations can gain from lean management. **Design/methodology/approach** – Comparative study of Six Sigma and lean management using available literature, critical analysis, and knowledge and professional experience of the authors. **Findings** – The joint implementation of the programs will result in a lean, Six Sigma (LSS) organization, overcoming the limitations of each program when implemented in isolation. A thorough analysis of the two programs provides some likely reasons why the programs alone may fail to achieve absolute perfection. **Practical implications** – A lean, Six Sigma (LSS) organization would capitalize on the strengths of both lean management and Six Sigma. An LSS organization would include three primary tenets of lean management, and the LSS organization would include three primary tenets of Six Sigma. **Originality/value** – Suggestions are made regarding concepts and methods that would constitute a lean, Six Sigma organization. Figures summarize the nature of improvements that may occur in organizations that practice lean management or Six Sigma, and the corresponding improvements that an integrated program could offer.