

Contents

Introduction to the SAGE-Ivey Casebook Series	viii
Preface	ix
Acknowledgments	xi
1. Leadership: What Is It?	1
Adcock Ingram: Decisions and Motives That Steer Acquisitions	6
Dickinson College: Inspiration for a Leadership Story (In the Vision of a Founding Father)	20
Great Leadership Is Good Leadership	42
2. Leadership Trait Approach	49
A New Executive Director	54
The Ciputra Group: Shaping the City in Asia	59
The Character of Leadership	74
3. Leadership Skills Approach	83
Coaching for Exceptional Performance Workshop	90
Performance Coaching: Darcy Gallagher Role	94
Train Dogs, Develop Leaders	99
4. Leader Style Approach	103
Scarborough YMCA: Getting Back on Track	107
Consultancy Development Organization	116
Navigating Through Leadership Transitions: Making It Past the Twists and Turns	122
5. The Situational Approach to Leadership	131
Conflict Management at TKC Consulting	135
A Bomb in Your Pocket? Crisis Leadership at Nokia India (A)	139
Just Ask Leadership: Why Great Managers Always Ask the Right Questions	149

6. The Contingency Theory of Leadership	154
New York Bakery (A)	158
Transkin Income Fund: Leading Entrepreneurial Teams	162
Why Emotional Intelligence Is Not Essential for Leadership	171
7. The Path–Goal Theory of Leadership	176
General Electric: From Jack Welch to Jeffrey Immelt	182
Please Stop Working So Hard!	192
Learning Goals or Performance Goals: Is It the Journey or the Destination?	193
8. The Leader–Member Exchange Theory of Leadership	200
Carnegie Industrial: The Leadership Development Centre	204
Schulich School of Medicine: Enhancing and Developing a High-Performance Culture	210
On Leadership: Leadership and Loyalty	212
9. Transformational Leadership	215
Douglas Fine Foods	222
Spar Applied Systems—Anna’s Challenge	241
Culture-Driven Leadership	251
10. Servant Leadership	256
Veja: Sneakers With a Conscience	261
J.-Robert Ouimet and Tomasso Corporation	276
Servant-Leaders Are the Best Leaders During Times of Change	292
11. Authentic Leadership	295
Goedehoop: When Social Issues Become Strategic	301
Organization, Founder and Clientele Transformation at VGKK	317
Compelling Visions: Content, Context, Credibility and Collaboration	333
12. Team Leadership	340
The Lithium Fire	346
Chuck MacKinnon	347
X-Teams: New Ways of Leading in a New World	361
13. Strategic Leadership	367
Strategic Leadership at Coca-Cola: The Real Thing	372
Maple Leaf Foods, Inc. (A): The Listeriosis Crisis	387
Strategic Leadership: Short-Term Stability and Long-Term Viability	402
14. Women and Leadership	411
The Bank of Montreal—The Task Force on the Advancement of Women in the Bank (A)	416
Marimekko	425
Canadian Women Entrepreneurs: Pioneers of New Frontiers	441

15. Culture and Leadership	444
Tata: Leadership With Trust	448
Hebei Dawu Group: Building the First Family Business Constitution in China	473
Doing Business in India: Caveat Venditor	483
16. Ethical Leadership	489
Lee and Li, Attorneys-at-Law and the Embezzlement of NT\$3 Billion by Eddie Liu (A)	495
A Non-Traditional Female Entrepreneur (C)	502
Principled Leadership: Taking the Hard Right	505
About the Editors	513