

principle centred leadership covey

principle centred leadership covey represents a transformative approach to leadership that emphasizes timeless principles as the foundation for effective and ethical leadership. Developed by Stephen R. Covey, this leadership model focuses on aligning personal and organizational values with universal principles, which leads to sustainable success and trustworthiness. Principle-centred leadership goes beyond traditional leadership tactics by fostering character development, integrity, and a long-term vision. This article explores the core concepts of principle centred leadership Covey advocates, its fundamental principles, and practical applications in modern leadership contexts. The discussion also highlights the benefits of adopting this leadership style and how it contrasts with other leadership theories. Finally, the article provides actionable insights for individuals and organizations seeking to cultivate principle-centred leadership.

- Understanding Principle Centred Leadership
- Core Principles of Covey's Leadership Model
- Implementing Principle Centred Leadership
- Benefits of Principle Centred Leadership
- Comparing Principle Centred Leadership with Other Models

Understanding Principle Centred Leadership

Principle centred leadership Covey proposes is a leadership philosophy rooted in foundational, universal principles rather than situational tactics or personality traits. It emphasizes that true leadership effectiveness and influence come from aligning one's actions and decisions with enduring values such as integrity, fairness, and respect. This approach is grounded in the belief that principles are natural laws that govern human behavior and relationships, and leaders who consistently adhere to these principles gain trust, credibility, and long-lasting success.

The Origins of Covey's Leadership Philosophy

Stephen R. Covey introduced principle centred leadership in his seminal works, including "The 7 Habits of Highly Effective People." His leadership philosophy integrates character ethics with performance ethics, advocating that effective leadership begins with personal mastery and adherence to principles. Covey's approach was developed as a response to leadership models that prioritized power, manipulation, or short-

term gains, proposing instead a holistic, principle-based framework.

Principles Versus Values and Ethics

While values and ethics are often subjective and culturally influenced, principles are objective and universal truths that transcend individual preferences. Principle centred leadership Covey stresses that principles serve as the unchanging foundation upon which values and ethical decisions should be built. For example, principles like honesty and fairness remain constant even if cultural norms evolve. This universality makes principle-centred leadership applicable across diverse contexts and industries.

Core Principles of Covey's Leadership Model

The essence of principle centred leadership Covey advocates revolves around several key principles that form the backbone of effective leadership. These principles guide leaders in decision-making, behavior, and relationship building. Understanding these principles is crucial to implementing this leadership style successfully.

Integrity and Character

Integrity is at the heart of principle centred leadership. Leaders must demonstrate consistency between their words and actions and uphold ethical standards even when challenged. Covey emphasizes that character, built on integrity, is the foundation of trustworthiness and respect, which are indispensable in leadership roles.

Fairness and Justice

Fairness involves treating all stakeholders equitably and making decisions that consider the well-being of others. Principle centred leadership requires leaders to be just and impartial, ensuring that their actions promote harmony and avoid favoritism or discrimination.

Service and Respect for Others

Leadership, according to Covey, is fundamentally about serving others. Principle centred leaders prioritize the needs and growth of their team members and stakeholders. Respecting individuals' dignity fosters loyalty and collaboration, enhancing organizational effectiveness.

Continuous Learning and Adaptability

A principle centred leader embraces lifelong learning and remains open to new ideas and feedback. This adaptability allows leaders to navigate changes while maintaining alignment with core principles, ensuring resilience and sustained success.

Vision and Purpose

Effective leadership requires a clear vision grounded in principles. Covey highlights that leaders must articulate a purpose that inspires and aligns the team's efforts with overarching values, thereby creating meaningful and ethical organizational goals.

Implementing Principle Centred Leadership

Adopting principle centred leadership Covey outlines involves deliberate practices and mindset shifts that embed principles into daily leadership activities. Implementation requires both personal development and organizational alignment.

Developing Personal Mastery

Leaders must commit to self-awareness and self-discipline to align their behaviors with principles consistently. This includes reflective practices, goal setting based on values, and cultivating emotional intelligence to manage interpersonal dynamics effectively.

Building Trust Through Consistency

Trust is earned when leaders demonstrate reliability and predictability in their actions. Principle centred leadership demands leaders act transparently and honor commitments, thereby fostering a culture of trust within their organizations.

Creating Principle-Based Policies and Culture

Organizations led by principle centred leaders embed principles into their policies, procedures, and culture. This may involve establishing codes of conduct, ethical decision-making frameworks, and leadership development programs that reinforce core principles.

Empowering Others

Empowerment is a critical aspect of principle centred leadership. Leaders delegate authority, encourage autonomy, and support the growth of others by providing resources and opportunities for development, all while maintaining principle alignment.

Handling Conflicts Ethically

Conflicts are inevitable in leadership, but principle centred leaders approach them with fairness and respect. They seek win-win solutions and ensure that resolutions uphold the organization's core principles, maintaining harmony and trust.

Benefits of Principle Centred Leadership

Adopting principle centred leadership Covey advocates offers numerous advantages for individuals and organizations. These benefits contribute to long-term effectiveness and organizational health.

- **Enhanced Trust and Credibility:** Leaders who consistently act on principles build strong trust with their teams and stakeholders.
- **Sustainable Success:** Principle-centred approaches avoid shortcuts and focus on long-term growth and stability.
- **Improved Employee Engagement:** Respectful, fair treatment fosters higher motivation and loyalty among employees.
- **Ethical Decision-Making:** Leaders guided by principles are better equipped to navigate complex moral dilemmas.
- **Resilient Organizational Culture:** A culture based on principles can withstand challenges and adapt without compromising core values.

Comparing Principle Centred Leadership with Other Models

While many leadership theories exist, principle centred leadership Covey promotes stands out by focusing on timeless principles rather than situational tactics or charismatic traits. Understanding these distinctions clarifies the unique value of this model.

Transactional vs. Principle Centred Leadership

Transactional leadership emphasizes exchanges between leaders and followers, often focusing on rewards and punishments. In contrast, principle centred leadership builds influence through character and integrity, fostering intrinsic motivation rather than compliance.

Transformational Leadership and Principles

Transformational leadership shares similarities with principle centred leadership in inspiring and motivating followers. However, Covey's model places a stronger emphasis on adherence to universal principles as the basis for transformation, ensuring ethical consistency.

Servant Leadership and Principle Centred Leadership

Both servant leadership and principle centred leadership prioritize serving others. The key difference lies in the explicit focus on universal principles in Covey's model, which provides a structured framework for ethical leadership beyond service alone.

Situational Leadership Compared

Situational leadership advocates adapting leadership style based on context. While adaptability is valued in principle centred leadership, the latter insists that core principles remain non-negotiable regardless of circumstance, providing a stable ethical foundation.

Frequently Asked Questions

What is principle-centered leadership according to Stephen Covey?

Principle-centered leadership, as described by Stephen Covey, is a leadership approach that is grounded in timeless, universal principles such as integrity, fairness, and human dignity, rather than external factors like personality or power.

How does principle-centered leadership differ from traditional leadership models?

Principle-centered leadership focuses on core ethical principles and character development as the foundation for effective leadership, whereas traditional models often emphasize authority, control, or specific leadership styles without necessarily grounding them in universal values.

What are the key principles Stephen Covey highlights in principle-centered leadership?

Key principles include integrity, fairness, honesty, respect, responsibility, and human dignity. Covey emphasizes aligning personal and organizational values with these principles to achieve lasting success.

Why is self-mastery important in Covey's principle-centered leadership?

Self-mastery is crucial because effective leadership starts with personal character and discipline. Covey asserts that leaders must first govern themselves by adhering to principles before they can lead others authentically and sustainably.

How can organizations implement principle-centered leadership?

Organizations can implement principle-centered leadership by embedding core principles into their culture, encouraging leaders to develop character and integrity, promoting transparent communication, and aligning policies and practices with ethical values.

What role does trust play in principle-centered leadership?

Trust is fundamental in principle-centered leadership as it is built on consistent adherence to principles. When leaders act with integrity and fairness, they earn the trust of their teams, which fosters collaboration, loyalty, and high performance.

Can principle-centered leadership be applied in crisis situations?

Yes, principle-centered leadership is especially valuable in crisis situations because it provides a stable foundation of values to guide decision-making, helping leaders remain calm, ethical, and effective under pressure.

How does principle-centered leadership influence long-term organizational success?

By focusing on timeless principles, principle-centered leadership creates a culture of trust, accountability, and ethical behavior, which leads to sustainable growth, strong relationships, and resilience in the face of challenges.

Additional Resources

1. *The 7 Habits of Highly Effective People* by Stephen R. Covey

This classic book introduces the foundational principles of personal and professional effectiveness. Covey

emphasizes character ethics and timeless principles such as proactivity, beginning with the end in mind, and seeking win-win solutions. It serves as the cornerstone for understanding principle-centered leadership and personal growth.

2. *Principle-Centered Leadership* by Stephen R. Covey

In this book, Covey expands on the idea that true leadership is grounded in unchanging principles. He explains how leaders can build trust, foster collaboration, and lead with integrity by aligning their actions with universal principles. The book provides practical guidance for developing leadership that is sustainable and impactful.

3. *First Things First* by Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill

Focused on time management and prioritization, this book teaches readers how to organize their lives around principle-centered priorities rather than urgent demands. It introduces a time management matrix that helps distinguish between what is truly important and what is merely urgent. The approach supports leaders in making decisions that align with their core values.

4. *The 8th Habit: From Effectiveness to Greatness* by Stephen R. Covey

This sequel to "The 7 Habits" guides readers in finding their voice and inspiring others to find theirs. It emphasizes moving beyond effectiveness to achieve significance and greatness through principle-centered leadership. Covey explores how leaders can empower others and create a culture of trust and innovation.

5. *Leadership and Self-Deception: Getting Out of the Box* by The Arbinger Institute

This book complements principle-centered leadership by addressing how self-deception undermines effectiveness and relationships. It reveals how leaders can overcome blind spots and lead with greater empathy and accountability. The narrative style makes it accessible and applicable for anyone seeking to improve interpersonal dynamics.

6. *Drive: The Surprising Truth About What Motivates Us* by Daniel H. Pink

Pink explores the science of motivation, emphasizing autonomy, mastery, and purpose, which align closely with principle-centered leadership values. Understanding what truly motivates people helps leaders create environments where individuals can thrive and contribute their best. This book offers insights into fostering intrinsic motivation within teams.

7. *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.* by Brené Brown

Brown's work on vulnerability, courage, and empathy complements the principles of authentic leadership. She discusses how leaders can cultivate trust and resilience by embracing vulnerability and leading with integrity. The book provides practical tools for developing the emotional intelligence necessary for principle-centered leadership.

8. *Good to Great: Why Some Companies Make the Leap... and Others Don't* by Jim Collins

This research-based book identifies key leadership traits and principles that drive companies from mediocrity to excellence. Collins highlights the importance of disciplined people and disciplined thought, which resonate with Covey's principle-centered leadership. The concept of Level 5 Leadership emphasizes

humility and professional will.

9. *The Speed of Trust: The One Thing That Changes Everything* by Stephen M.R. Covey

Written by Stephen R. Covey's son, this book focuses on the critical role of trust in effective leadership and organizational success. It outlines actionable steps to build, restore, and extend trust based on core principles. The work provides a strategic framework for leaders seeking to accelerate results through trustworthiness.

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principle centred leadership covey: Principle-Centered Leadership Stephen R. Covey, 2009-12-02 An inspirational and practical guide to leadership from the New York Times-best-selling author of *The 7 Habits of Highly Effective People*. Covey, named one of Time magazine's 25 Most Influential Americans, is a renowned authority on leadership, whose insightful advice has helped millions. In his follow-up to *The 7 Habits of Highly Effective People*, he poses these fundamental questions: How do we as individuals and organizations survive and thrive amid tremendous change? Why are efforts to improve falling so short in real results? How do we unleash the creativity, talent, and energy within ourselves and others? Is it realistic to believe that balance among personal and professional life is possible? The key to dealing with the challenges that we face is to identify a principle-centered core within ourselves and our institutions. In *Principle-Centered Leadership*, Covey outlines a long-term, inside-out approach to developing people and organizations. Offering insights and guidelines on how to apply these principles both at work and at home, Covey posits that these steps will lead not only to an increase in productivity and quality of work, but also to a new appreciation of personal and professional relationships as we strive to enjoy a more balanced, rewarding, and ultimately more effective life. "There seems to be no limit to the number of writers offering answers to the great perplexities of life. Covey, however, is the North Star in this field . . . without hesitation, strongly recommended." —Library Journal

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and what needs to be done to make change a welcome, rather than a dreaded concept.

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Nicola Crossley, Des Hewitt, 2021-06-29 This valuable and accessible guide navigates school leaders and those in training through a number of key areas of inclusion, providing context and understanding, helpful definitions, examples of leadership in action, and ten essential principles of inclusive leadership. Inclusion: A Principled Guide for School Leaders discusses what a culture of inclusion should look like: in classes, in schools, and in the education sector more widely. Each chapter acts as a think piece to stimulate debate, to reflect upon the purpose of education, and to ask how far we have come in embracing inclusion. The book also offers suggested actions for principled leaders and illustrative case studies to bring the theory to life, taken from a range of schools and spanning a wide number of topics, including: Inclusive Learning Partnerships with Learners and Families Special Educational Needs Disadvantage and Socio-Economic Poverty Culture, Language and Ethnicity This book explores a variety of issues in inclusion, highlighting the implications for school leaders and offering an approach to develop learning for marginal groups through effective strategic leadership. It will be essential reading for SENCOs, middle and senior leaders, but equally of interest to those who aspire to be inclusive leaders of the future.

principle centred leadership covewy: Leadership Coaching for Results Sunny Stout-Rostron,

2014-09-19 This book will help you transform your leadership coaching practice. Helping the coach and client deepen their e;mastery of practicee;, Leadership Coaching for Results propels us into the best possible practices for leadership coaching in the twenty-first century. Leadership now isn't what we considered it in the past - increasingly diverse and decentralised organisational teams, and continuing economic turmoil, demand a different style of leadership development. Starting with a broad-ranging and indispensable review of the literature on leadership, this book examines current cutting-edge practices in coaching. It moves on to a comprehensive and practical global description of leadership coaching, and concludes by offering several challenging scenarios of what the next ten years may hold. This book will give you a myriad of perspectives, insights and pearls of wisdom to use in strengthening your practice and your leadership. Dr Sunny Stout-Rostron is one of the leading practitioners in this field; the Founding President of the professional body Coaches and Mentors in South Africa (COMENSA); and a Founding Fellow at the Institute of Coaching at Harvard/McLean Medical School. Sunny is the author of six books, including Business Coaching Wisdom and Practice: Unlocking the secrets of business coaching, and Business Coaching International: Transforming individuals and organisations.

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principle centred leadership covewy: Snapshots of Great Leadership Jon P. Howell, 2013

This is a great book describing leaders (both good and bad) who either have accomplished amazing feats or who brought destruction or death to scores of people. Although the goals of these individuals were often quite different, the leadership processes they used were frequently similar. The book also includes an introductory chapter explaining the latest theories of leadership. Each snapshot will add

an important 'reality check' to the theories and models described in most introductory leadership textbooks, making this an important supplement for students taking leadership courses. Leaders from various disciplines, historical, religious, political, sports, and business, are included, as well as leaders from around the world. Each chapter ends with a discussion of theories of leadership pertaining to that leader, and questions for discussion.

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Congregations, the members who attend them, and the leaders who serve them are too often wounded by the ill effects of bad decision-making. The Pyramid and the Box attempts to answer three primary questions about decision-making in the local church: What is decision-making? Who are the legitimate decision-makers? How do you execute effective decision-making?

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We've all felt our voice getting lost in the crowd, even when we had something important to say. In today's fast-paced, hyperconnected world, genuine human connection is often scarce, and even the most brilliant ideas can fall on deaf ears if you haven't earned trust. In fact, one eye-opening study found that 58% of people trust a stranger more than their own boss – a stark reminder that real trust is rarer (and more powerful) than ever on sourceforge.net. But it doesn't have to be that way. With the right approach, you can become the person others listen to, rely on, and follow. After all, as leadership expert John C. Maxwell famously said, "Leadership is influence, nothing more, nothing less" maxwellleadership.com. Each of us has the potential to lead and uplift others through our influence, regardless of title or status. Yet influence means little without trust – Stephen R. Covey reminded us that "trust is the glue of life", the essential bond that holds relationships together brainyquote.com. These insights underscore that authentic leadership isn't about power or position, but about earning trust and building heartfelt connections with people. *How to Influence Others and Earn Their Trust* is your blueprint for making that transformation. This isn't about slick manipulation or having a fancy title – it's about building ethical, lasting influence rooted in authenticity, compassion, and respect. Whether you're vying to lead a team, hoping to elevate your business relationships, or just wanting closer, more trusting friendships, this book shows you how to turn everyday interactions into opportunities for impact. Inside these pages, you'll learn how to:

- Build lasting influence grounded in ethics, authenticity, and integrity.
- Earn deep trust in both personal and professional relationships.
- Communicate with empathy and confidence so your message truly resonates.
- Lead without a title, inspiring others through your actions and vision.
- Transform conflict into trust-building opportunities that foster understanding.
- Leave a legacy of positive impact, elevating everyone around you.

Packed with inspiring real-world stories, powerful tools, and proven strategies, *How to Influence Others and Earn Their Trust* bridges the gap between knowing what to do and actually doing it. You'll meet leaders who won hearts without formal authority, and everyday individuals who transformed their relationships through trust – all serving as examples and inspiration. Each chapter provides practical exercises and relatable examples, so you can immediately put the principles into practice and see results in how people respond to you. By the final page, you won't just understand how to influence others and earn their trust – you'll be equipped and empowered to do it, confidently and authentically. Imagine having the kind of influence that sparks positive change at work, at home, in your community – influence built on integrity, empathy, and trust that endures. *How to Influence Others and Earn Their Trust* will inspire you to step up, communicate boldly, and become the trusted, compassionate leader you were meant to be... no title required. Get ready to unlock your influence, earn unwavering trust, and make the kind of positive impact that others will remember – starting today.

principle centred leadership covey: *Action Leadership* Ortrun Zuber-Skerritt, 2011-04-15
Action leadership is a creative, innovative, collaborative and self-developed way to lead. It eschews the hierarchical structure usually associated with leadership and is based instead on the democratic values of freedom, equality, inclusion and self-realization. It takes responsibility for, not control over, people through networking and orchestrating human energy towards a holistic outcome that

benefits the common interest. Action leaders are passionate people who abide by the motto that "Learning does not mean to fill a barrel but rather to ignite a flame" in others. And in this time of rapid economic, political, technological, social and ecological changes, action leadership and action leaders are precisely what's needed to improve how people and organizations engage constructively to address the myriad complex issues challenging society at all levels. *Action Leadership: Towards a Participatory Paradigm* explains and illustrates how action leadership can be developed through participatory action learning and action research (PALAR). It addresses real-life issues by people who choose to work collaboratively towards shared goals while developing their learning, insights, knowledge, people skills and personal relationships through involvement in a PALAR project. The book provides a conceptual framework for action leadership and for the integrative, practical theory of PALAR; and examples of applications in higher education, management education for organization development, and community development. Readers are encouraged to adopt, adapt and further develop the evolving concepts of action leadership and PALAR in a participatory paradigm of learning, research and development.

principle centred leadership covey: *Creating a Nonviolent Culture in a Modern Organization* Miriam Baermann, 2021-12-21 Increasing violence amongst youth in society, burn-out as a widespread disease and scandals in companies are only some of the headlines which appear regularly in the news media. Politics scarcely seems to have any success in fighting violence and injustice in society and in the world. The thesis here suggests that people do not have to wait for a savior such as a politician but that everyone can contribute to a less violent, more peaceful and just world. It will be demonstrated that organizations have an enormous influence on society and this book deals with the possibilities which an organization has to contribute to a less violent culture. By the term "organization" all forms of organized groups of people who come together for a certain purpose are meant, for example schools, clubs, public social aids and others, whilst we mainly concentrate on companies in our research. The intention is to focus particularly on the issues related to the theme of creating a nonviolent culture in the workplace. In the first part on culture, we deal with several questions regarding culture, including such fundamental questions as What is organizational culture?, What are the dimensions of culture? and is it possible to influence it and if yes, how does it work? In the second part, we take a look at the terms violence and nonviolence and a survey of how these aspects occur in society and organizations is made. The third part is the largest and deals with the qualities of leadership and with the organizational conditions which are necessary to create a nonviolent culture. We hope it will become clearer to the reader that nonviolence is not a strategy or a formula to be used. It can appear very different in different situations. There are component elements which can promote it and there are certain principles that cannot be violated if one wishes to establish true nonviolence. Nevertheless, there is no one patent formula nor one exclusively correct way of creating a nonviolent culture. It requires considerable creativity and endurance to create it and can take a variety of forms.

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Stanley, 2019-05-20 Stanley's Values-Based Leadership in Healthcare proposes a bold new theory of leadership to help drive positive change in healthcare organisations. The theory of 'Congruent Leadership' is defined and presented through a series of corporate and clinical case studies and examples, which guide the reader through the possibilities for using their own values to inform best practice. Parallels are drawn between iconic historical figures and events, to show that healthcare professionals can be courageous leaders by following their values and learning from great leaders past and present. To aid understanding each chapter includes scenarios and reflective exercises to help readers grasp the application of theory to practice. By using an accessible frame of reference, Stanley outlines a refreshing alternative to existing theories of leadership and thoughtfully encourages practitioners to act in ethically-informed ways.

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Robert Smith, 2021-03-25 Entrepreneurship in Policing and Criminal Contexts explores the contemporary and under researched themes of 'entrepreneurial policing' and 'entrepreneurialism in criminal justice contexts' which are emerging topics of both theoretical and practical interest in the current rapidly changing criminal justice environment.

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Professional Elizabeth A. Curtis, John Cullen, 2017-06-16 Leadership and Change for the Health Professional will provide health professionals with the latest thinking on leadership theory and research. It highlights the issues that can block successful healthcare leadership initiatives, and explores ways of constructively engaging with the opportunities provided by change. Each chapter draws out practical lessons for effective and efficient leadership of care that is compassionate and safe. Leaders and students at all levels will be able to use this book to expand their leadership repertoire in a text that engages with many themes, including: • The basics of leadership and the idea of leadership as a calling • Motivating employees • Implicit leadership theory • Developing trust • Building learning organisations • Gender and equality • Planning and organising change in healthcare • Leading change The links between the theory and practice of healthcare leadership are skilfully explored with examples of research implemented in practice, and the textbook further equips your study with helpful summaries and suggestions for further reading. This is essential reading for all healthcare professionals in clinical practice as well as students studying or engaged in research on health care management and leadership. With a foreword by Thomas Garavan, Edinburgh Napier Business School, UK. Amongst the vast number of leadership texts published every year this book stands out. It has been edited with considerable care by two highly respected scholars in the field to make it accessible to all those interested in, and practising, leadership, whether healthcare professionals or students. It is well organised and moves seamlessly to address many important questions about the nature of leadership, including important questions of ethics, gender, trust, motivation, innovation, teams, and distributed leadership. The final section focuses on leading change in healthcare, a critical element of leadership practice in today's world. Too many leadership books ignore context. This book, however, is firmly rooted in the healthcare context, and aspires to help professionals in this sector to reflect deeply on the complexities of leading through uncertain times. Whilst each chapter stands alone, the book's merit is in offering multiple perspectives. Curtis and Cullen have encouraged the book's contributors to address the big debates and themes in healthcare leadership today, whilst keeping in sharp focus the practice of leadership. Sharon Turnbull, Visiting Professor, Lancaster University Management School, UK In Leadership and Change for the Health Professional, Elizabeth Curtis and John Cullen have crafted an exceptionally timely collection of practically-based research insights. As global healthcare systems face disruptive and often uncomfortable forces for change, this book tackles complex topics that

health leaders must understand. While oriented toward generative practice and creative leadership skills, Curtis and Cullen do not shy away from engaging with controversial aspects of leadership development, such as bias, gendered practice, or even clinical failure, making it a valuable resource for educators and practitioners alike. Accessible and lively, *Leadership and Change for the Health Professional* is a successful blend of current issues with a visionary future. Kathy Lund Dean, Board of Trustees Distinguished Professor of Leadership & Ethics, Gustavus Adolphus College, USA Curtis and Cullen bring together a comprehensive overview of leadership, from its historical development up to its role within the current healthcare context, presented by a variety of scholars. The particular challenges and demands faced by leaders and those who aspire to lead are discussed within and it addresses the many facets of leadership approaches. Anyone interested in the development of leadership and change will find this particularly stimulating and a valuable text for academic and students alike. Alison H James, School of Healthcare Sciences, Cardiff University, UK This book covers many aspects of leadership, which are timely in nature and directly relevant to health professionals. The contributors are highly respected and offer different perspectives on this complex issue. We need to encourage practitioners to see themselves as leaders – this evidence-based text will serve to guide them in this quest. De-emphasising the individual leadership qualities and including those of teams makes this book stand out from others. The NHS features prominently but despite this, readers from other countries should be able to easily transfer the content to their own health services. The useful websites at the end of each chapter provide further direction for readers. This is a text that is written with a very positive stance, even though the difficulties of being a leader are not ignored. It ends with a discussion on the vision for leadership – at individual, team and organisational levels. Lots to read, absorb and you can do this a chapter at a time which is great. Professor Bridie Kent, Head of School of Nursing and Midwifery, Plymouth University, UK This book addresses an important topic, where there is huge scope to add value. This is partly due to the scale of the NHS. The language makes the text accessible to professionals as well as academics. It is also good to see that the issue of learning organisations is addressed, as well as impact of leadership on patients. Professor John G Burgoyne, Lancaster University Management School, UK *Leadership and Change for the Health Professional* is a timely and authoritative academic and professional exposition of the challenges for clinicians and healthcare managers in carrying out their management roles in our modern medical and healthcare systems. Its focus on change is both apt and relevant in the context of the dynamic development of our healthcare structures. Niamh Brennan, Michael MacCormac Professor of Management, University College Dublin

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