Below is a list of articles and summary descriptions on effective leadership practices in health care. Use the online library to search for the complete article at https://mycampus.aiu-online.com/portal/5/library/pages/libraryhome.aspx.

Article 1:
Fibuch, E. E. (2011). Failure of senior leadership: Is this a problem in your hospital? 
*Physician Executive, 37*(2), 46-50.
The article looks at the reasons behind failed leadership in the context of health care organizations in the U.S. It provides stages of derailment of senior leadership including the leader's failure to be self aware of themselves and others, pride and arrogance and missing the warning signs from feedback on their declining performance. It lists the most common leadership shortcomings which include lack of enthusiasm, lack of clear vision and direction and having poor judgment.

Article 2:
The article focuses on the questions that all physician leaders should ask themselves to ensure that they lead and not bring down their staff in the U.S. It states that leaders should ask if they are autocratic, a leadership style that is ineffective in the long run in the health care environment. It notes that leader may have a vision but if it is not clearly spelled out and shared, it will be impossible for others to follow.

Article 3:
The article outlines six steps for effective change management in corporations. Topics include research carried out by global consulting firm Towers Watson which identified organizational changes and effective change management practices, including the role leadership has in providing direction and inspiring employee confidence and how communication advances understanding and increases employee motivation. Additional information is presented on the importance of learning activities, corporate measurement of success, and sustaining effective change management strategies.

Article 4:
The article discusses the importance to business executives of strong leadership skills when implementing significant change, and describes three successful cases of change leadership.
management. In one, a director of sourcing and logistics was able to promote interpersonal interactions among staff as she changed the firm's sourcing system. A European plant manager achieved his mandate to increase yields by getting out of his office and spending more time talking with employees, in the process learning for the first time about various areas that needed improvement. Also describes is the case of a plant manager in France who needed the help of his workers to transfer operations to another country.

**Article 5:**

This article contributes to our understanding of public service motivation and leadership by investigating ways in which organizational leaders can reinforce and even augment the potential effects of public service motivation on employees' attraction to the organization's mission (mission valence). The results contribute to two research questions. First, the findings provide new evidence on the sources of public service motivation. The authors find that transformational leadership is an organizational factor associated with higher public service motivation. Second, the article examines the relationship between transformational leadership and mission valence. The authors find that transformational leadership has an important indirect effect on mission valence through its influence on clarifying organizational goals and fostering public service motivation.