## Contents



Preface		vii	
1	The Enterprise Leadership Challenge JACKSON NICKERSON AND RONALD SANDERS	1	
Part One: Contemporary Enterprise Leadership Challenges			
2	Leading the National Security Enterprise: Some Personal Observations J. MICHAEL MCCONNELL	19	
3	Collaborating to Honor Our Veterans PASQUALE (PAT) M. TAMBURRINO JR.	29	
4	Meta-Leadership in Concept and in Practice: The 2010 Gulf Oil Spill and 2005 Hurricane Katrina Response LEONARD MARCUS, THAD ALLEN, AND BARRY DORN	37	
Part Two: What Makes for an Effective Enterprise Leader?			
5	Leading the Enterprise through Network Governance JACKSON NICKERSON	59	
6	Critical Connections: Driving Rapid Innovation with a Network Perspective ROB CROSS, ANDREW HARGADON, AND SALVATORE PARISE	69	

vi CONTENTS

7	Leadership in a Networked World: How to Accelerate Organizational Change and Improve Performance THOMAS W. VALENTE	87
8	Leveraging Networks through Boundary Spanning Leadership DONNA CHROBOT-MASON, KRISTIN CULLEN, AND DAVID ALTMAN	101
Par	t Three: An Enterprise Approach to Leadership Development	
9	Building a Culture of Executive Collaboration JIM TRINKA	119
10	Developing Enterprise Leaders: The Case of the U.S. Intelligence Community RONALD SANDERS	131
11	Interagency Rotation Programs: Professional Development for Future Enterprise Leaders LAURA MILLER CRAIG AND JESSICA NIERENBERG	153
12	Reinventing the Senior Executive Service as an Enterprise Asset STEPHEN T. SHIH	165
13	Meeting the Enterprise Leadership Challenge JACKSON NICKERSON AND RONALD SANDERS	174
	Contributors	
Index		201