Contents

Preface vii

1 The Enterprise Leadership Challenge 1
   JACKSON NICKERSON AND RONALD SANDERS

Part One: Contemporary Enterprise Leadership Challenges

2 Leading the National Security Enterprise: Some Personal Observations 19
   J. MICHAEL MCCONNELL

3 Collaborating to Honor Our Veterans 29
   PASQUALE [PAT] M. TAMBURINO JR.

4 Meta-Leadership in Concept and in Practice: The 2010 Gulf Oil Spill and 2005 Hurricane Katrina Response 37
   LEONARD MARCUS, THAD ALLEN, AND BARRY DORN

Part Two: What Makes for an Effective Enterprise Leader?

5 Leading the Enterprise through Network Governance 59
   JACKSON NICKERSON

6 Critical Connections: Driving Rapid Innovation with a Network Perspective 69
   ROB CROSS, ANDREW HARGADON, AND SALVATORE PARISE
## CONTENTS

7 **Leadership in a Networked World: How to Accelerate Organizational Change and Improve Performance**
   THOMAS W. VALENTE  
   page 87

8 **Leveraging Networks through Boundary Spanning Leadership**
   DONNA CHROBOT-MASON, KRISTIN CULLEN, AND DAVID ALTMAN  
   page 101

Part Three: An Enterprise Approach to Leadership Development

9 **Building a Culture of Executive Collaboration**
   JIM TRINKA  
   page 119

10 **Developing Enterprise Leaders: The Case of the U.S. Intelligence Community**
   RONALD SANDERS  
   page 131

11 **Interagency Rotation Programs: Professional Development for Future Enterprise Leaders**
   LAURA MILLER CRAIG AND JESSICA NIERENBERG  
   page 153

12 **Reinventing the Senior Executive Service as an Enterprise Asset**
   STEPHEN T. SHIH  
   page 165

13 **Meeting the Enterprise Leadership Challenge**
   JACKSON NICKERSON AND RONALD SANDERS  
   page 174

Contributors  
Index  

Index