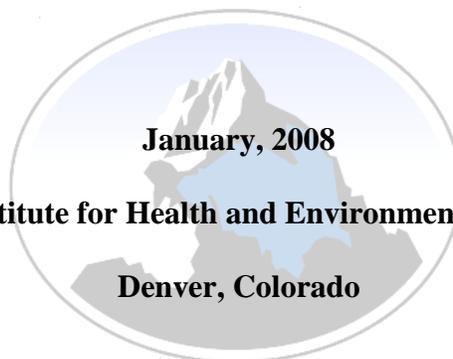# Leadership Research Reports

Leadership Book Reports from the Class of 2008

January, 2008

Regional Institute for Health and Environmental Leadership

Denver, Colorado

Preface

Leadership Research

During the Advanced Leadership Training Program participants study two leadership paradigms together. After building this foundation in leadership research and theory, each participant then chooses a third perspective on leadership to study. The third book may be about a leader, a leadership model, or a leadership situation. The participant is given the task to become the expert on this approach to leadership.

Participants develop a 1-2 page summary of this view of leadership. It may be an executive summary of the book, and/or an annotated model or chart. The goal is to share with others the highlights of, and the most important lessons from, their leadership research. During the Advanced Leadership Training Program the participants teach one another about the leadership paradigms they have mastered. The summaries here are to inspire all of us to explore new perspectives on leadership.

The leadership research summaries are organized alphabetically by title of the book and are listed in the table of contents.

Table of Contents

Are You Really Listening? : Keys to Successful Communication, Paul J. Donoghue, PhD and
Mary E. Siegel, PhD (Sorin Books, 2005).
Report by Anne-Marie Braga, 2008.

   The ability to truly listen to others is a key ingredient in being an outstanding leader.
Most of us believe we are good listeners when, in fact, we are not. Our "non-listening habits"
have developed over time and often have been learned from the environments in which we grew
up. This disconnect must be acknowledged in each of us if we are to provide exceptional
leadership.

   Are You Really Listening?: Keys to Successful Communication is an enlightening book
that provides insight into one's own listening behaviors. Here are some highlights from the book:

- The most common barriers to listening include defensiveness, the Me Too
  Syndrome, giving advice, and listening for agreement or disagreement. These
  habits are hard to break.
- Establishing the rightness or wrongness of perceptions wastes time when time
  could be spent trying to understand the speaker.
- Listening fosters growth in self-control, self-awareness, and tolerance.
- We must listen first if we want to be heard.
- Some strategies for improving listening:
    - Be aware of our own feelings and be able to identify them. Register your
      own feeling and "hold it." (This can be very difficult and take a lot of
      practice. But, it will be worth it.)
    - Be aware of nonverbal cues—how your body and actions reveal your
      feelings.
    - Paraphrase what you have heard and ask the speaker if you have heard
      them correctly; and keep listening until the speaker confirms that you have
      really understood.
    - Be honest about your intention to listen. If you don't have the time, let the
      speaker know that, so neither of your time is wasted.
    - Be aware that sometimes the most profound understanding can be
      expressed with no words at all.
    - Keep a notebook and write things down, especially in a larger group. This
      can help you avoid interruptions.
    - Focus on the speaker with your eyes and your body position.
    - Be aware of your typical non-listening behaviors and make a plan to
      control them.

   This book helped me identify my own barriers to listening and it provided specific
strategies for learning to control my non-listening habits within both my professional and
personal life. I learned that I am affected by the Me Too Syndrome—in an effort to create a
connection or empathize with the speaker, I often share my own experiences before paraphrasing
what the speaker has shared in order to confirm I heard them correctly. Although my intentions
are good, I am doing both the speaker and myself a disservice because I am not fully listening!

Over the last few weeks, I have begun using the strategies put forth in this book and have found them to be very helpful. I highly recommend this book. It seems to speak to everyone because it provides guidance for virtually every listening situation and a myriad of strategies that can be individualized based upon one's listening style.

The Art of Possibility, Rosamund Stone Zander and Benjamin Zander (Harvard Business School Press, c2000).
Report by Bev Barber, 2008.

The *Art of Possibility* presents a framework, if you will, which advocates for always starting from the premise of the ultimate "best case scenario," as opposed to what is realistic, what has been our previous experience, etcetera. In essence, this framework is the complete opposite of survival thinking. The authors use stories, parables, and first person accounts to illustrate practices that are useful in career and corporate arenas along with personal arenas that are particularly tied to emotion. Though the strategies presented in the book are specific to this model, in many ways they were familiar and very much second nature for me to envision utilizing and gave me new perspectives on negotiating the fine art of leading people.

I found this book particularly intriguing because the experiences the authors use to describe the strategies they present are done through music and psychology—both areas in which I have had professional experiences. This book goes beyond the idea of collaborative leadership by inviting the leader to be intimately involved in facilitating or nurturing the outcome that will benefit the whole. I have listed and summarized the practices described in the book below:

- *It's all Invented:* Create your own story with intent and purpose
- *Stepping into the Universe of Possibility:* Move beyond the perceived world of measurement
- *Giving an A:* Begin each project with confidence in everyone's ability and without judgment
- *Be the Board:* Be the board that the game is played on; it will allow you to reclaim your power
- *Lead from Any Chair:* Each person is a leader if they see the opportunity from where they sit
- *Rule Number 6:* Don't take yourself or everything so seriously!
- *Giving Way to Passion:* Let go and release, then allow your passion to manifest as something incredible!
- *The Way Things Are:* Be present without resistance in all situations you may find yourself in, then move from that space into what you would like to accomplish
- *Lighting a Spark:* Inspire a shared vision
- *Creating a Framework for Possibility:* Keep the practices present and active
- *Be a Contribution:* Live from mission, it will keep you energized!
- *Telling the We Story:* Look for the story of the unseen threads that connect us all

These practices allow the leader to look at every situation, person, and project through a new lens that never settles for the limiting world of measurement. I found this book life changing, and I will return to it time and again to remind me to always come from a place where possibility abounds.

The Art of War, Sun Tzu; translated from the Chinese by Lionel Giles (Dover Publications, 2002).
Report by Jason Atencio, 2008.

Sun Tzu's classic text of military lessons, *The Art of War*, has been translated and used by many scholars and military strategists for over twenty-five centuries. It was believed by Sun Tzu that victory is won long before confrontation and that skilled warriors observe, calculate, outwit, and outmaneuver the adversary, and in so doing prevent the destruction brought on by battle, a situation of last resort. Sun Tzu's blueprint for battlefield strategy is relevant to everyday situations, whether they be obstacles in our personalities, in our surroundings (at home or work), or in our interpersonal relationships.

The book is comprised of thirteen chapters, each of which can be formulated and interpreted in response to any challenging situation a great leader may encounter.

- "Laying Plans" explores the five key elements that define competitive position: mission, climate, ground, leadership, and methods; and how to evaluate your competitive strengths against your competition.
- "Waging War" defines the economic nature of competition and explains how success requires making winning pay, which in turn requires limiting the cost of competition and conflict.
- "Attack by Stratagem" defines the source of strength as unity, not size, and the five ingredients that you need to succeed in any competitive meeting.
- "Tactical Disposition" explains the importance of defending existing positions until you can advance them and how you must recognize opportunities to advance.
- "Energy" explores the use of creativity and timing to build competitive momentum.
- "Weak Points and Strong" explains how your opportunities come from the openings in the environment caused by the relative weakness of your competitors in a given area.
- "Maneuvering" explains the dangers of direct conflict and how to win those confrontations when they are forced upon you.
- "Variation of Tactics" focuses on the need for flexibility in your responses. It explains how to successfully respond to shifting circumstances.
- "The Army on the March" describes the different situations in which you find yourself as you move into new competitive arenas and how to respond to them.
- "Terrain" looks at the three general areas of resistance—distance, dangers, and barriers—and the six types of ground positions that arise from them. Each of these six field positions offers certain advantages and disadvantages.
- "The Nine Situations" describes nine common situations (or stages) in a competitive campaign, from scattering to deadly, and the specific focus you need to successfully navigate each of them.
- "The Attack by Fire" explains the use of weapons generally and the use of the environment as a weapon specifically. It examines the five targets for attack, the five types of environmental attack, and the appropriate responses to such attack.

- "The Use of Spies" focuses on the importance of developing good information sources, specifically the five types of sources you need and they way you must management them.

The most important lessons I learned from *The Art of War* are the abilities needed to strategize and overcome life's conflicts in a way that is unassertive and simple, Taoism, and the need to know yourself as well as have knowledge of the situation and the resources to analyze each situation in order to benefit the common goals of one's self, the team, or the agency.

Throughout *The Art of War,* there are many beneficial quotations that can be utilized by every great leader. Here are a couple of my favorites:

- "Ideal strategy during conflict—to move opponents here and there until they are perfectly positioned to their disadvantage. Used by leaders who are gifted with creative, insightful minds, leaders must also be masters of timing, for it is strategic timing that makes directing effective."
- "Leaders who understand strategy preside over the destiny of the people and determine the stability or instability of the organization."
- "If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle"

The Art of War, Stephan F. Kaufman (Tuttle Publishing, 1996).
Report by Patrick Stafford, 2008.

The Art of War was written by Sun Tzu, which is the pen name of Sun Wu, allegedly a Chinese nobleman and mathematician who lived in the sixth century B.C. *The Art of War* has been translated and interpreted by a plethora of writers and historians, from Prince Machiavelli to James Clavell. This particular version, which I chose for its readability, was authored by Stephan F. Kaufman, the founding father of American Karate, long-time student of oriental military philosophy, and author of a number of books on the topic.

I chose this book because although I have read two previous interpretations (Machiavelli's and Cleary's) it had been many years since I last read it and I no longer felt that I retained a grasp of the basic concepts. I had recently re-read Lao Tzu's *Tao Te Ching*, and I was curious to see if the two philosophies were complementary. Of late, I have also been reflecting on the influence of having grown up in the military, and I've been trying to understand how that experience has influenced my personality and leadership style.

Although interpretations of *The Art of War* vary widely, from attempts to infer its origins from ancient Chinese history and politics to those of 15th century Italian politics to modern life and warfare, they all follow the basic organization of the ancient text. That is, thirteen books, or chapters, covering various aspects of war, from planning and strategizing, to maneuvering, adapting to changing variables, and using spies and intelligence. Kaufman's interpretation advocates a stereotypical Type A personality approach to the management of conflict, what he sees as the basic requirement in today's world. In his view, the end justifies the means, and leadership should be decisive and in many ways overpowering.

Although Kaufman does not reference the *Tao* in this volume, some of his other works focus on it and its influence can be seen in his interpretation of the balance needed in many aspects of war. The balance of planning versus the need to stay fluid, the balance of being strong-willed and firm to compassionate and contemplative are examples of the influence of the *Tao*. However, his emphasis on strong leadership and maintaining a strong goal-orientation, adequate to sway and influence others, is harder for me to reconcile with what I understand as essential to the *Tao*.

Having spent the first twenty-five years of my life in the military, the concept of "taking command" is deeply ingrained in me and matches well with Kaufman's interpretation. It is supported by his emphasis on maintaining and utilizing the chain of command in the delegation of authority. All of these concepts are second nature to me and I have no trouble in understanding their application, in business or warfare. Where my challenge lies is reconciling these beliefs with the demand for consensus decision-making that seems to be a cornerstone in public health. Kaufman states that weak forces should be overwhelmed, diluted, and neutered, whereas consensus building emphasizes that the tyranny of the majority is contraindicated, and that it is desirable to resolve or mitigate the objections of the minority.

This balancing of interests seems to be more in concert with Taoism than warfare and although many, including myself, have attempted to merge the two, I still find it difficult to do so. Yet I am still attracted to both philosophies and I am challenged by their dialectic nature. My incomplete resolution to the dilemma years ago was that being a complete disciple to either was unrealistic to living and working in modern society, yet that compromise has always left me unsatisfied.

Thus, it is perhaps then not ironic that I attempt to resolve my own dialectic conflicts through the works of others. The demand of achieving consensus via traditional military thinking remains a core conundrum. I try to balance my impatience with consensus decision-making with Taoist being. Building coalitions is not foreign to the art of war, and, in fact, being able to see one's self through the eyes of others is required in order to fully understand ourselves and to understand both allies and adversaries.

The quest for knowledge permeates *The Art of War*. Appropriate strategy is predicated upon accurate knowledge of as many factors as a leader can identify, from his/her own strengths and weaknesses to that of the adversary, the battleground, the environment, logistics, etc. Yet there appears to be a pitfall inherent in being too intellectual in one's approach to management. Taoism, Gestalt psychology, and many other teachings stress the importance of clearing one's thoughts and staying completely in the here and now, which seems contrary to the constant management of intelligence that is inherent in any successful campaign.

So, perhaps the best lesson that I can take away from this book is to continue the quest for understanding, to question, and to be open to new ideas and experiences. When one becomes stagnant in thought, in position, or in tactics, one becomes predictable and weak. We must continuously seek balance in all activities, and balance is ever elusive and fluid. Effective leadership constantly seeks information and assessment for maximum advantage.

"The wicked leader is he who the people despise. The good leader is he who the people revere. The great leader is he who the people say, 'We did it ourselves.'"
Lao-Tzu

Better Together: Restoring the American Community, Robert D. Putnam and Lewis M. Feldstein (Simon & Schuster, 2003).
Report by Theresa Amoroso, 2008.

Better Together is about "restoring networks of relationships that weave individuals into groups and communities." This can be accomplished by social activism and community renewal. To that end, the book includes twelve examples of social capital at work in many different contexts, including schools, libraries, churches, job sites, and Craigslist. Although each of these examples is different, due to the projects themselves, there are common themes for leadership, implementation, and success among them. These themes can be simply summarized as:

- Always listen
- It's important to have face-to-face interactions
- Maintain and build relationships
- Establish a common goal and communicate that message to all involved
- Work hard—leading takes a lot of time and effort but is worth the results
- Have a clear vision, but be flexible

There were two stories in the book that I thought were exceptional examples of creating social capital.

Do Something: Letting Young People Lead

This story is about a national organization called the *Do Something League*, which was "established to encourage community activism and develop leadership skills among young people." This organization is youth led and adult coached, and they took advantage of pre-existing school communities as their places to work from, which allowed them to build on the relationships of trust and cooperation that were already in place. I was particularly interested to read about what the youth decided to pursue as projects in their community (e.g., a bike path, etc.). Young people have an interesting perspective, and they can learn a lot from the process of social activism. Kids are encouraged by working for change, they enjoy the opportunity to help others—a powerful feeling—and they learn other valuable lessons, such as compromise and teamwork, in the process. An interesting lesson I learned from this chapter was that civic activism when done early in life is a strong predictor of later adult involvement. One of my favorite quotes from this story, especially as it relates to kids, is "the only way to learn participation is to participate; the only way to become a leader is to lead."

The Dudley Street Neighborhood Initiative: Grassroots in the City

This story is about a neighborhood just outside of Boston that was disintegrating in the 1970s and early 1980s. The area was redlined (i.e., the banks would not provide mortgages for improvements). As consequence, residents were burning their homes for insurance compensation. The "economic decision [to redline] had an implicit racial component" because, as Putnam and Feldstein point out, the ethnic background of the residents included the four major ethnic groups of African-American, Latino, Cape Verdean, and white.

By knocking on doors and listening to people's stories, this neighborhood came together and formed a neighborhood organization. As a result of the neighborhood coming together, many great accomplishments were made and the neighborhood has been completely turned around. A Declaration of Community Rights was created, which includes the resident's participation in planning, programs, and policies. In addition, there is local art displayed and community garden

areas for all to enjoy. This was all accomplished through people coming together and working together in open meetings with equal representation of all of the groups as well as through a commitment to being completely inclusive (e.g., trilingual meeting announcements). Through achievement of small goals in the beginning, and achieving progressively larger goals as time went on, the group was able to identify community leaders and provide training for them. This story explains how a group was able to maintain their community by having a common vision for the future. One of my favorite quotes from this chapter is: "how exciting it has been to watch everyday people be in these incredibly powerful positions and evolve into community leaders."

Biggest Brother: The Life of Major Dick Winters, the Man Who Led the Band of Brothers, Larry Alexander (NAL Caliber, c2005).
Report by Rick Miklich, 2008.
　　　　I have always been interested in studying the qualities that make people good and effective leaders. There are, of course, many arenas in which people can serve as leaders: business, politics, government, the military, and finance. There might be common threads or characteristics that are central to any field of leadership endeavor—knowledge, honesty, understanding, boldness, the ability to command respect (or fear), and sometimes birthright.
　　　　I was drawn to this particular biography not because of the arena in which Winters's life took place, that of the military during a critical time in world history, but because I agree with the traits and abilities that Richard Winters possessed and developed in order to become a respected and effective leader both during and after his military career. I believe the traits Winters exhibited can be included in those universal traits necessary for all effective leaders.

Winters on Leadership:
- Once asked by a West Point cadet what aspect of his service provided him the greatest satisfaction, Winters answered without hesitation, "Knowing I got the job done; knowing that I kept the respect of my men. The greatest reward you have as a leader is the look of respect. The key to a successful leader is to earn respect not because of your rank, but because you are a man."
- "The qualities you are looking for in a leader include: Does the individual have the respect of the men? How does that occur? You have to know your men. You have to gain their confidence, you must be honest. Be honest, be fair and consistent. You can't be fair and honest one day, and the next give your people the short end of the stick. Once you achieve that you can be a leader."
- "You get things done by making a decision quick, getting to it and getting the thing done. Don't sit back and let the other guy make a decision that will put you on the defensive. Make up your mind quick and get it done, right or wrong."
- "If you have character, that means the person you're dealing with can trust you. Sometimes leadership is a matter of adjusting to the individual and you do this every day."
- Winters acknowledges different styles of leadership and cites the ability of men to lead through fear. He asserts, however, that the most effective leader will have quiet self-confidence and self-assurance that ultimately command the respect of the men.

- "If you listen and pay attention, you will find that your self-consciousness will tell you if you're getting off track. Nobody will have to tell you that what you are doing is incorrect or ineffective. If you take advantage of opportunities for self-reflection and honestly look at yourself, you will be able to be a better leader."
- "You maintain close relationships with your men, but not friendship. You have mutual respect for one another, but yet you have to hold yourself aloof to a degree. If you are too friendly, it works in a negative way when you need to discipline your men. You can have your men's respect and friendship, but there is a point where you have to rise above this relationship and make sure they are following the orders that are in effect for everybody. In leading groups effectively, you have to rise above camaraderie. You have to be fair to everyone. Everyone must know that they are treated equally."

Blink: The Power of Thinking Without Thinking, Malcom Gladwell (Little, Brown and Co., 2005).
Report by Lynn Bindel, 2008.

In *Blink,* Malcom Gladwell introduces the reader to a new field of study in human decision making that he calls the adaptive unconscious. The adaptive unconscious is not the same as our unconscious mind. The idea behind the concept of adaptive unconscious is that our human brains work as a giant computer that is able to make quick judgments based on very little information (in the blink of an eye, so to speak). Gladwell's term for this ability is "thin slicing," or the "power of thinking without thinking." At first, I found this to be counterintuitive because my thoughts on leadership seemed to be dreams of earnest, one hundred percent correctness in big decision-making situations.

Through the use of several thought-provoking examples and real-life stories, Gladwell demonstrates that we make decisions in both our conscious and unconscious modes, depending on the situation, and he depicts situations where the thin-slicing decision-making mode of the unconscious was, or was not, used. Gladwell also discusses the results of these situations and points out weaknesses to watch out for when thin-slicing.

The first lesson I learned from this book was the enormous power of story telling in getting across a concept and introducing new ideas. And this author is good at it; I couldn't put the book down. There are 5-6 main stories in the book (each was given its own chapter), and it's a toss up whether I was more intrigued by the stories themselves or by the ideas related to decision-making that the stories conveyed. "The Statue that Didn't Look Right," "Paul Van Riper's Big Victory: Creating Structure for Spontaneity," and a shorter story about professional musicians and the auditioning process for orchestras were my favorites.

Another lesson I took away from this book was that associations from our collective history of experience play an important role in our beliefs and behavior. These associations are not necessarily intentional or negative prejudice—we just make connections more quickly with what we are familiar with. We need to be aware of that bias if we want to be more open and aware of other connotations and meanings to what we are exposed to. An example Gladwell gives is called the Warren Harding effect. Warren Harding is said to have given the instant first impression of being presidential. He looked, walked, and spoke like a president. Never mind that he didn't know beans about running a country; he got elected because he was so presidential when presented as a candidate to the people. People never looked beyond their first impression

of Harding…he was "familiar" to them in what they thought a successful president would be. They didn't think beyond their previous associations and bias.

The next lesson is related to the one I just mentioned. There can be what the author calls a dissonance between what you see and hear. You must listen with your heart and not your eyes. The story that brought this home was how professional musicians are selected via auditions. Until recently, classical musicians performed their auditions in front of panels. Then, in 1980, Abbie Conant, a female trombone player, auditioned for the Munich Philharmonic Orchestra under unusual circumstances. Due to a mistake, her original invitation to audition was addressed to "Herr" Conant. Then, due to construction in the theater, she auditioned for the panel behind a screen. Well, she wowed them, so much so that the panel members only had to listen to a few notes before deciding they didn't even want to hear the last seventeen players, so they dismissed them. To make a long story short, the panel members were bowled over that "Herr" Conant was a woman. Their ears and heart told them she was the best but their eyes and preconceived ideas of who should be a professional trombone player deceived them (i.e., a professional trombone player had to be of the more powerful masculine gender). Though Abbie had to fight for the better part of 10 years, she proved time and again she was the best, and won the law suits that followed. As a result of this episode, all major orchestras across the world now hold blind auditions. Subsequently, in 30 years, the percentage of professional female players in American orchestras has increased fivefold; included in this figure are many positions previously thought of as strictly "masculine" instruments.

Taking this particular lesson and applying it to my work environment, I realized that I, too, was listening with my eyes when it came to a particular person in my unit. She does have good ideas worth listening to, and I was dismissing those ideas too easily because of where they originated. As Gladwell aptly summarized, "Taking our powers of rapid cognition seriously means we have to acknowledge the subtle influences that can alter or undermine or bias the products of our unconscious." We can be aware of our bias, alter the environment, and control our rapid cognition.

The final lesson for me was that no matter how much data and information you have about a situation, that information doesn't equate to you being able to make a good decision. People can and do confuse information with understanding. You need to have good judgment to make good decisions. Having the ability to "act intelligently and instinctively in the moment" comes only "after a long and rigorous course of education and experience." This is also known as wisdom, and it is what is truly needed and sorely missing in our very complex and fast-paced world. Wisdom can't be replaced by politically correct, conventional computer-savvy analysis. Sometimes the best decisions are made without all the information. We are too enamored with information. The perfect illustration was the story that the book opens with, "The Statue that Didn't Look Right." Briefly, the Getty Museum purchased an extremely rare ancient Greek statue, called a *kouros*. The museum paid a multitude of geologists and archeologists to run tests and authenticate it as original. The reams of documents convinced the Getty Museum to purchase the statue. Once delivered to the museum, officials asked a couple of top art experts to view the statue. The people at the museum knew more about the statue but both art experts took one look at the statue and said the same thing—that there was something wrong. They said the statue wasn't right and they advised the Getty not to purchase it. Further time and testing was invested to prove that the statue was authentic, only to discover it was a fake.

This lesson was also excellently demonstrated by the Paul Van Ripper story. Read the book. See and hear for yourself.

Blink: The Power of Thinking Without Thinking, Malcolm Gladwell (Little, Brown and Co., 2005).
Report by Shannon McMillan, 2008.

Blink is about "how we think without thinking, about choices that seem to be made in an instant—in the blink of an eye—that actually aren't as simple as they seem." Gladwell espouses the concept of "thin-slicing," that is, our abilities to garner a wealth of information from a rapid encounter.

These concepts are highlighted through a series of stories, which was a very effective way of illustrating the author's main points. The stories include: "The Statue That Didn't Look Right"; "The Theory of Thin Slices: How a Little Bit of Knowledge Goes a Long Way"; "The Locked Door: The Secret Life of Snap Decisions"; "The Warren Harding Error: Why We Fall For Tall, Dark, and Handsome Men"; "Paul Van Riper's Big Victory: Creating Structure for Spontaneity"; "Kenna's Dilemma: The Right—and Wrong—Way to Ask People What They Want"; and "Seven Seconds in the Bronx: The Delicate Art of Mind Reading."

Highlights/Interesting Concepts
- "Decisions made very quickly can be every bit as good as decisions made cautiously and deliberately."
- "It is possible to learn when to listen to that powerful onboard computer [adaptive unconscious] and when to by wary of it."
- "Our snap judgments and first impressions can be educated and controlled."
- "Truly successful decision making relies on a balance between deliberative and instinctive thinking."
- "In good decision making, frugality matters."
- "For the most important decisions, there can be no certainty."
- "Our unconscious thinking is, in one critical respect, no different from our conscious thinking: in both, we are able to develop our rapid decision making with training and expertise."
- "This is the gift of training and expertise—the ability to extract an enormous amount of meaningful information from the very thinnest slice of experience."
- "Every moment—every blink—is composed of a series of discrete moving parts, and every one of those parts offers an opportunity for intervention, for reform, and for correction."
- "The only true way to listen is with your ears and your heart." In other words, what we see with our eyes can affect our judgment about different people or situations because our conscious and unconscious conceptions affect our perceptions.
- "Too often we are resigned to what happens in the blink of an eye. It doesn't seem like we have much control over whatever bubbles to the surface from our unconscious. But we do, and if we can control the environment in which rapid cognition takes place, then we can control rapid cognition." When confronted with a known problem or misconception, we do have the power to fix the problem, in spite of our unconscious.

Blink: The Power of Thinking Without Thinking, Malcolm Gladwell (Little, Brown and Co., 2005).
Report by Briana Sprague, 2008.

This book perfectly illustrates prime examples of the power of snap judgments. With everything in life, as human beings we almost instinctively size everyone and everything up to see what we are up against. Making snap judgments or, as it is otherwise referred to in *Blink*, "thin-slicing." Thin-slicing refers to the ability of our unconscious to find patterns in situations and behavior based on very narrow slices of experience (23). Each chapter within the book describes a different example of what it is to thin-slice and the impact that thin-slicing can have on a particular situation. One task of *Blink* is to convince us of a simple fact: decisions made very quickly can be every bit as good as decisions made cautiously and deliberately (14).

Chapter three discusses the Warren Harding Error, basically the darker side of thin-slicing. Thin-slicing can be even deeper than we realize. Thin-slicing is our first impression, which is accepting the fact that sometimes we can know more about someone or something in the blink of an eye than we can after months of study (76). We all have attitudes towards others on the conscious level as well as on the unconscious level. Our unconscious attitudes can predict how we will deal with spontaneous situations, which, in certain situations, can be good but is not always good. People are not always aware of how these unconscious attitudes can affect their actions, which can lead to what is viewed as ignorance. A second task described in *Blink* is that as our powers of rapid cognition go awry, they go awry for a very specific and consistent set of reasons, and those reasons can be identified and understood. It is possible to learn when to listen to that powerful onboard computer and when to be wary of it (15).

In summary, thin-slicing is part of everything in life. People make split decisions consciously or unconsciously about much of the world. Chapter seven discusses the ideas of mind-blindness (where the mind is blind to what we should probably do and we temporarily do what we maybe should not be doing instead) and temporary autism. Autism is being mind-blind. One example of this is illustrated in the book: police officers in the heat of a chase don't always make the best decisions, especially when there are two policemen instead of one. It seems safer for police to have partners; however, when riding solo, the officer seems to make better decisions when facing difficult or possibly threatening situation. In a car chase, the car finally comes to a stop, and two policemen together may jump out immediately and charge the car which contains the suspect they are pursuing, putting themselves into what could be a life threatening position either for them or the suspect. In the case of an officer who may ride alone, the officer may choose to wait or call for backup. The third and most important task of *Blink* is to convince us that our snap judgments and first impressions can be educated and controlled (15).

It is important to learn and understand the power of thin-slicing as well as our unconscious ability to become mind-blind. Human instinct can lead us into trouble, but it also can save us a lot of time. We have to weigh the risks and the benefits of making snap judgments but each situation will be different. An important leadership lesson of this book consists of understanding and knowing ourselves. With expertise and knowledge, a leader can appropriately decide when a quick decision is necessary and when it is not. Most certainly, it is important for a leader to know that snap decisions can have consequences but so can decisions that have taken a lot of thought, and it is still very wise to take the necessary time to think over all facts before making a final decision.

Reading the book *Blink* helped me understand the idea that humans instinctively use thin-slicing to learn more about other people and their environments. First impressions can mean

everything. This book also made me think more about myself and how I respond to everything. Leaders need to know how they will respond to specific situations and be always conscious of the potential for their unconscious actions.

Courage: The Backbone of Leadership, Gus Lee (Jossey-Bass Publishers, c2006). Report by Sara Russell Rodriguez, 2008.

Gus Lee is an ethicist and has worked with large corporations on personnel issues for more than 20 years. He states that there are certain "tipping" points—times when leaders need to make decisions about the direction of the company—and that good companies make good decisions and great companies make courageous decisions.

According to Lee, the core values of an organization truly direct the future and productivity of the organization. There are many middle core values (i.e., honesty, teamwork, etc.) but truly only three high core values: Courage, Integrity, and Character. Many decisions and problems in organizations can be understood as a problem with fear. Many people fear conflict with coworkers, have a fear of upsetting subordinates, and ultimately fear failure. We avoid these potential tense situations but an organization's problems can never truly be solved if we let fear dictate behavior and leadership decisions.

There are distinctions between good managers, supervisors, and leaders. Leaders address situations directly. Lee gives concrete examples of how to address many common problems with a direct approach that includes basic respect for the other person, addressing the problem directly by using "I" statements, and allowing the individual to respond and guide the conversation (very similar to a coaching relationship). If there is no acknowledgement of the problem, he recommends tabling the conversation until another example occurs and to keep addressing the problem again and again until either the problem is resolved or the decision is made to terminate the employee or relationship.

The author quotes Kouzes and Posner multiple times, which compliments what we are learning through our work at RIHEL. I truly enjoyed the book and would recommend it to anyone dealing with conflict in the workplace.

Courage: The Backbone of Leadership, Gus Lee (Jossey-Bass Publishers, 2006). Report by Greg Zurla, 2008.

They say you shouldn't judge a book by its cover, but I must admit I was intrigued by the picture of a human spine on the cover. I had to check it out! The author, Gus Lee, writes from a mostly first person account based not only on his own experience growing up in America as a Chinese immigrant but also a highly successful career in the federal government. Lee has also served on the board of directors of many large corporations. He tells stories of his own struggles with leadership as well as those of other successful business leaders.

The central theme of the book is that successful leaders and organizations must identify, name, and follow their high-core values. When we know these values, we can forecast our behaviors in times of stress. Not only is it important to identify core values but also to categorize them as high, medium, or low. Low-core values are common habits, not best business practices. These include: results, control, manipulation, profits, revenge, self-interest, sarcasm, gossip, arrogance, and more. Low-core values are seductive, according to Lee, because they emerge from basic instincts that can produce short-term results. Middle-core values are visible good

business practices, but can hold back organizations and people from greatness. Examples include: customer focus, creativity, education, innovation, leadership, respect, service, honesty, loyalty, excellence, quality, teamwork, etc. He cites examples where these medium-core values, which appear to be worthy objectives, can end up trumping high-core values. For example, what if an organization's non-negotiable value is "customer focus," and is then pressured by a customer to act unethically, cover up mistakes, or bend the truth. The organization should say no, but this creates an inherent conflict because in this culture, the customer, not principles is number one. Many organizations hold teamwork as a high value. But cohesive teams can sometimes act in ways that hurt organizations such as covering up each other's mistakes, or looking the other way when someone violates a rule.

  High-core values cannot be trumped by low- or mid-core values. Organizations may adopt medium-core values but only if they are accompanied by at least one high-core value: Integrity, Courage, and Character. To lead others, we must follow these high-core values not only in ourselves, but by challenging wrong, unethical, or dishonest behavior in others. This takes real courage.

  Fortunately, courage can be learned. I was hoping that would be the case because I have not considered myself the most courageous person, especially when it comes to challenging other people's bad behavior. I was relieved to hear Lee tell us that as a child he was so fearful of others that his parents sent him to learn boxing. He grew from the club wimp to eventually master the skill then taught boxing to other kids. Lee calls his courageous leadership, crossing the River of Fear. Most of us hate conflict with others and just want to be liked, so we avoid confrontations like the plague. The book equips us with the skills to stop playing it safe and cross the river. This reminds me of the courage we all showed on the ropes course in Florissant.

  The final part of the book provides a guide to assess our own Character Quotient with work sheets to improve our behavior and level of courage.

Developing the Leader Within You, John C. Maxwell (Thomas Nelson, Inc., c1993).
Report by Zula Solomon, 2008.
  Developing the Leader Within You is about how you work on yourself to be better at influencing others. Maxwell has developed a tool he calls the Five Levels of Leadership to assist us in gaining an understanding of where we are on the continuum of skills that help us become effective leaders.

The Five Levels of Leadership
- Level 1: Position
  - People follow you because they have to. Your influence will not extend beyond the lines of your job description. The longer you stay, the higher the turnover and the lower the morale.
- Level 2: Permission
  - People follow you because they want to. People will follow you beyond your stated authority. This level allows work to be fun. Staying too long on this level without rising will cause highly motivated people to become restless.
- Level 3: Production

- People follow because of what you have done for the organization. This is the level where success is sensed by most people. They like you and what you are doing. Problems are fixed with very little effort because of momentum.
  - Level 4: Development
    - People follow because of what you have done for them. This is how long-range growth occurs. Your commitment to developing leaders will insure ongoing growth to the organization and to people.
  - Level 5: Personhood
    - People follow you because of who you are and what you represent. This step is reserved for leaders who have spent years nurturing people and organizations.

Priorities

The key to leadership is to foresee the future and prioritize responsibilities. The discipline to prioritize and the ability to work toward a stated goal are essential to a successful leader. The 80/20 rule, also called the Pareto Principle, is a great tool to organize your priorities. The most important lesson is that priorities continually shift and too many priorities will end up paralyzing us!

Integrity

Image is what "people thing" we are. Integrity is what we really are. The more credible you are the more confidence people place on you. The seven levels of the credibility acid test are:
- Integrity builds trust
- Integrity has high influence value
- Integrity facilitates high standards
- Integrity results in a solid reputation, not just image
- Integrity means living it myself before leading others
- Integrity helps a leader be credible not just clever
- Integrity is a hard won achievement

Creating Positive Change

The process of "success change" of an organization:
- Ignorance: no unified direction
- Information: general information is given
- Infusion: general tendency to focus on problems
- Individual change: early adaptors see the benefits
- Organizational change: two sides of an issue are discussed
- Awkward application: failures and successes are experienced
- Integration: successes increase, failures decrease, and acceptance level increases
- Innovation: willingness to change rapidly

Problem Solving

Too many times we attack the symptoms and not the cause. In order to get to the root cause we need to identify, prioritize, and define the problem. Then we need to ask the right questions to the right people and get the hard facts and be involved in the process. Flow charts are a great tool to problem solve.

Attitude in life is 10 percent what happens to us and 90 percent of how we react to it. A leader's attitude is caught more quickly by their followers than their actions. It is improbable that a person with a bad attitude can continuously be a success.

People

Our biggest assets are our people. Developing people takes time. Successful people-developers give credit for suggestions, correct when people are hard on themselves, encourage, confront issues privately, and ask the opinions of others.

Vision

Successful leaders see on three levels:
- Level 1: Perception
  - What is now seen—the eyes of reality. A leader listens on this level.
- Level 2: Probability
  - What will be seen—the eyes of discernment. A leader leads on this level.
- Level 3: Possibility
  - What can be seen—the eyes of vision. A leader lives at this level.

Self Discipline

Start with yourself; start early, with a small plan, and start now by organizing yourself.
- Set priorities.
- Place priorities on the calendar.
- Allow time for the unexpected.
- Do projects one at a time.
- Organize your workspace.
- Work according to your temperament.
- Use driving time for light work and growth.
- Develop systems that work for you.
- Plan time between meetings.
- Focus on results and not the activities.

Lessons Learned
- Communicating effectively will lead to recognition, and recognition will lead to influence.
- Setting up timelines and deadlines for the projects I have been assigned and using the Pareto Principle on the projects I already have.
- If I say what I do and do what I say then the results will always be consistent.
- To discipline myself to apply the top ten list for personal organization.
- There are no world managers just world leaders!!!

Do You!:12 Laws to Access the Power in You to Achieve Happiness and Success, Russell Simmons, with Chris Morrow (Gotham Books, c2007).
Report by Robert Munoz, 2008.

Do You! helped me see values and principles guiding my work. This summary highlights the laws most relevant to my life, relationships, work, and service—the areas of leadership. The

book gives the reader license to dream big and to want the world while seeing the importance of giving to and serving others in the midst of our follies and foibles, contradictions, mistakes, messes, and imperfections.

Law 1: See Your Vision and Stick With It
- "Whenever you face obstacles or hurdles in your life, look to your vision. As long as you have frozen it in your mind and it never moves, you will know which direction to go in. As long as you never lose sight of your vision, you will never lose sight of success either" (14).
- "[E]very single person has been blessed by God with unique ideas…. The problem is that only a small number of us follow through on those ideas. What holds most people back is not the quality of their ideas but a lack of faith in themselves. Whatever dream you are following, people will always tell you that you can not do this or you will never be able to do that. But you can do it. The world belongs to people who say I can" (23).
  - *Leadership Lesson:* Stay true to your vision regardless of critics, setbacks, and mistakes. I have experienced growth in my capabilities, opportunities, and passion in working with communities. The challenge has been the perpetual academic and institutional perspectives on how this work is supposed to be done, which have often not yielded much improvement in relationships, services, and access for the community. The knowledge shared about this law affirms my commitment to the belief that the community knows best, is a critical source of knowledge, and has to be at the center of the project concerning them. The book discusses successes and breakthroughs in the midst of naysayers, net losses, and great investments without immediate results. As my commitment and passion become more visible, more opportunities arise and more resources are developed. In turn, there are even more opportunities for working with communities. Still, it remains an uphill battle. The willingness and commitment to remaining true to my vision in the midst of risks, challenges, and power dynamics is empowering!

Law 12: Speak Truth to Power
- "Always speak from your heart, even if what you are saying is not popular. We can never be afraid to add our voice to the American voice" (289).
- "Do not believe in anything simply because you heard it and because it is spoken and rumored by many…because it is found written in religious books…merely on the authority of your teachers and elders…. Do not believe in traditions simply because they have been handed down for many generations. But after observation and analysis, when you find that anything agrees with reason and is conductive to the good and benefit of one and all, then accept it and live up to it" (Lord Buddha quoted in the *Do You*! p. 289).
- "We have to spread the message that in order to find true success, we can not ignore the truth" (291).
- "When there is no exchange of opinions, it allows people in power to pursue their initiatives without any regard for what's in the best interest of the people. [W]hen we enter into a climate where dissent is shut down, then we risk losing everything" (298).
- "And just as we cannot allow what we say to the world to be censored, we can't censor what we hear from the world either…. [D]o not be bullheaded and think you have all the answers. The successful people are the ones that listen to every opinion" (298).

- *Leadership Lessons:* Speak truth when the spirit moves you. Throughout my life, I have spoken up for what's right. When I was hit on my knuckles with a ruler for speaking Spanish in my 2nd grade class, I stuck my finger underneath a stapler and stapled it several times, until the truth was bleeding out from me: The truth being my right to speak my native tongue, the right to not have pain used as a form of control. I have done the same in high school, the university, and in the midst of laws against immigrants receiving services. Yet, the more money I make, the higher position I occupy, the more of loss there seems to be for doing so. There seems to be an unwritten rule that you are allowed to advance as long as you play by the rules, one of which is you can't criticize institutions too much. I fear losing my soul, spirit, and heart in staying silent some day. Yet I hope to speak truth to power with respect for others as human beings. How much power and possibility for change is there in speaking up for those being put down while putting down others? Presented with the choice of speaking truth to power, and the possible consequences for doing so, the pertinent question is what represents a greater loss: choosing self-gain or not naming the harm caused and perpetuated against others. The danger in choosing self-gain is losing ourselves and what matters most to us.

Law 11: Be Powerful, Be Heard
- "No matter who we are, we need to create opportunity for those who are locked out" (265).
- "Nobody can give you freedom. Nobody can give you equality or justice or anything. If you are a man [or woman], you take it" (Malcolm X quoted in *Do You!* p. 265).
- "Community empowerment [is defined as] communities that have been locked out collectively lifting themselves out of the struggle and asserting their aspirations" (267).
- "When people who work for me are empowered, they become more effective employees. When they feel empowered, they seek out new challenges and opportunities on their own accord without having to be told what to do. So rather than having to spend most of my time micromanaging, I can use my energy concentrating on the big picture" (270).
- "And when you do not feel connected to the process, it is very easy to sit back and complain, or sit back and just watch things happen…. The lack of responsibility is rooted in a sense of powerlessness. You do not feel responsible because you do not feel like you could ever really make a dent in the word. It is a lack of connectedness more than a lack of caring" (276).
  - *Leadership Lessons:* A constant theme in all my work is making sure the community has access to important resources such as health, education, and work. Sometimes, I wonder if I am doing the right work, following my passion, or fulfilling my calling. I realized so much of my work is about something that means so much to me: social justice and equality in the world we live and in sharing the resources people need for food, education, housing, health, and happiness. We can be a part of sharing or providing access to empowering resources and opportunities. At the core of the importance I place on involving community is a belief that meaningful and sustainable initiatives are ones that meaningfully and substantially involve program participants. It seems so simple yet so elusive. So much of my work has to do with collectively creating

connections that used to be much more common. We need not only take back the power, but feel the power, and create powerful connections with each that allow us to be in dialogue about how we divvy up the resources our families, communities, cities, countries, and citizens need. We can empower organizations, programs, and our own work by sharing power or letting others have more power in the course and scope of their work. By empowering others to do more of the good work we are up to, we empower ourselves and our work. In doing so, we create a better world for ourselves, our children, and our communities.

Other key points:

The more we give of ourselves, the more is given to us. The more we share, the more we get and the more there is that is opened up to us. Sometimes, I feel I work too much. Sometimes, I feel the weight of that work. But as the book said, "the only place that success comes before work is in the dictionary."

It is important to not be attached to the results. Very often we tire of our efforts when they don't yield the results we imagined within the expected timelines. Sometimes, we are afraid to pursue something because we are afraid of failing to achieve those results or of making mistakes along the way or of all the work it might take. So, we hold back, we delay, and avoid the work. Because rather than it being about the journey, about what we value, and the relationships and opportunities we are manifesting each and every moment, we are focused on what is not present, the endpoint. We miss what is in between. We forget the target, the tangible, the team, the team work, that the total is made up of the parts, in the very midst of the very tasks that make what we strive for possible and meaningful. If we keep focused on what we are being about, how we are being, just be in it, and be all about it, then we do not feel the weight of everything or the toil of the task so much. If we stay focused on the vision, we can see what is here and now, and how that is connected to the future we want to make possible. We do not have to wait until tomorrow to begin and stand for the world we want now.

Energy Leadership: Transforming Your Workplace and Your Life from the Core, Bruce D. Schneider (John Wiley & Sons, Inc., c2008).
Report by Cynthia Gonzales, 2008.

Through the description of the journey of Richard, a leader who makes the transformation from "barely getting by" to "making a real difference," *Energy Leadership* codifies and clearly articulates a theory and practice of leadership that can address the unique challenges of today's business climate. Schneider uses a small corporation because it most clearly demonstrates the value of the *Energy Leadership* concepts, not only for personal development but also for the workplace where change is often cited to be needed.

The story in this book:
- Conveys seven distinct levels of energy and leadership as well as engagement and consciousness for life in general and specifically for within the workplace.
- Points out the difference between catabolic and anabolic leaders. Ideal leaders are anabolic leaders, meaning they create and automatically attract success. Eighty-five percent of all so-called leaders are actually catabolic, thereby destroying the energy and momentum of the people around them and the company as a whole.

- Presents the Energetic Self-Perception Chart. This chart depicts the seven unique levels of energy that, when understood, can alter the way everyone thinks.
- Offers a clear vision of your own level of energy and engagement, not only on the job but also in everyday life.
- Renews the proprietary process for shifting energy that anyone can use in any leadership situation, whether that means leading yourself or others, in small groups or large.

Most Important Lessons for Me

There were several important lessons I took from this book. I really like the judgment journal, which provides you with a journal to write down those judgments you pass on during conversations throughout the day. This is a good tool to get rid of those negative thoughts. Another lesson learned was the awareness of my energy level. There are 7 levels of energy:

- Victim
- Conflict
- Responsibility
- Concern
- Reconciliation
- Synthesis
- Non-judgment

Knowing the different levels and how to react to them has given me the tools necessary to adjust my communication with individuals and assess their energy level. The book describes different scenarios and how to react depending on what energy level you're at. I have also been able to use the energy level coaching methods at home.

Enlightened Power: How Women Are Transforming the Practice of Leadership, Linda Coughlin, Ellen Wingard, and Keith Hollihan, eds. (Jossey-Bass Publishers, c2005). Report by Teresa Wright, 2008.

Why is it that in our country just 65 out of 435 House Representatives, 14 out of 100 Senators, 8 out of 50 governors, and only 8 Fortune 500 CEOs are women? Almost every U.S. University has over 50% of students as females but not one has women representing half of their top faculty. Why? Isn't it unacceptable that the U.S., as a world leader, ranks 60th in the world for women in positions of leadership.

Women in leadership are an index of fundamental change in social structure and values. It is known that corporations with a large percentage of women in executive teams have returns that are 35% higher than those without women in such positions. A study on U.N. data in 89 countries observed the status of women with measures like infant mortality, human rights ratings, and percent of population with access to health care. The data indicated the status of women is a better predictor of quality of life than conventional measures like GDP.

Enlightened Power is a collection of 30 stories from 40 influential women and men on the interesting topic of women in leadership. The text takes the traditional old-style command and control, autocratic model of leadership and flips it on its head to suggest, nay demand, a more inclusive style of leadership—one that abandons the hierarchical, secretive, and change-adverse style to an open, collaborative, and risk-tolerant model. Leadership is no longer about control, coercion, and disempowerment but about inspiration, facilitation, and empowerment.

There is no longer the need to "hurl thunderbolts down from Mt. Olympus" but there is a dire need to practice 360 degree leadership which is consensual, relational, web-based, caring, and transparent.

Leadership is now viewed as a series of concentric circles. No longer is a leader at the top of a pyramid but rather he or she occupies an innermost circle; a second circle represents the organization, the 3rd, a multitude of organizations with which to cooperate, coordinate, and partner collaboratively. This form of leadership requires one to listen and learn from others around the outer circles and, most importantly, from those even completely outside the circle. These circles continue to ripple, to denote levels of the individual, the organization, community, and society at large.

One of the many interesting chapters discussed the distinction between web vs. system thinking. Helen Fisher elaborates on how women and men think differently and discusses the difference is their brain architecture. Research shows women integrate details faster and arrange those bits of data into more complex patterns, otherwise known as chunking. As they make decisions, women tend to weigh more variables, consider more options, and see a wider array of possible solutions to a problem. They tend to generalize, to synthesize, and to take a broader, more holistic, more contextual perspective with any issue. Women are better able to tolerate ambiguity, exercise more intuition, assess multiple, complex scenarios and plot a long-term course. They tend to think in webs of factors, not straight lines. Men focus on one thing at a time. Testosterone tends to focus their attention. Men compartmentalize relevant material, discard extraneous data and analyze information in a more linear, causal path. They are generally superior at spatial and engineering skills, allowing them to build our high-tech society with improved health and welfare. Both types of thinking are valuable. Both types of skills can benefit a rapidly changing world and provide essential leadership traits in a new, post-industrial global economy.

Riane Eisler offers yet another provocative discussion on what is really valued as productive work and important policy. She feels the intractable problems of poverty, inequity, and chronic violence stem from "the social and economic failure to support caring and care giving." The Nordic countries of Norway, Sweden, and Finland have made great gains by providing universal health care, childcare allowances, elder care, and paid parental leave. They add fiscal support and value to the work of care giving. The U.S., however, as a major, if not the largest economic, military, political, and cultural power, does not. It is important to note that women in Nordic countries occupy a far higher percentage of political leadership positions than anywhere else in the world, comprising approximately 40% of legislators. Eisler feels strongly that partnership economies should no longer devalue women and stereotypical feminine traits and activities such as networking, empathy, inclusion, and sharing power.

Once women occupy about 20% or so of top positions in an organization, the organization's agenda begins to change. Innovation is then forged in the presence of diverse, highly collaborative, generative teams operating in knowledge-rich environments. The thesis of *Enlightened Power* is that we need to spawn, promote, and position more women in areas of strategic and operational decision-making. If done, a tectonic shift would result in greater personal fulfillment for all, extraordinary business results, and a more humane, just, caring and collaborative society.

And so, just how is leadership conceptualized and exercised? This book explores the need for cooperation, flexibility, egalitarian team playing, and broader perspectives. There is a need for a new definition of power, a reimagining of "ideas, initiatives, and economic policies for a

more equitable, sustainable and prosperous future." I have to concur that women do have a unique way of approaching the world. *Enlightened Power* will introduce you to the wisdom of many notable women. Women like Ellen Wingard, Eileen Fisher, Swanee Hunt, Mary Robinson, Gro Brundtland, Carly Fiorina, Shirley Tilghman, Donna Shalala, Madeleine Allbright, Sdaka Ogata, and on and on and on. Women do make good, even great, leaders because they are ideally suited to this evolving leadership style. As Sally Hegelsen says in *The Female Advantage*, "women are knocking on the door of leadership at the very moment when their talents are especially well matched with the requirements of the day." And it was Albert Einstein that said, "The significant problems we face today cannot be solved by the same level of thinking that created them."

       This book is a colossal collection of inspiring nuggets that I think every woman, and hopefully every man, would want to read. Every chapter offers profound thoughts to consider. I dog-eared pages, placed post-it notes throughout, and highlighted sections, all for the purpose of rereading and sharing with others. *Enlightened Power* is a keeper, a very interesting keeper. Relish the concepts and become a part of a historic enterprise to transform the practice of leadership.

The Fifth Discipline: The Art and Practice of the Learning Organization, Peter M. Senge (Currency Doubleday, Revised Edition, 2006).
Report by Dave Broudy, 2008.

       The Fifth Discipline is a standard read for MBA students. It was originally written during the Quality Management Revolution of the 1990s as U.S. corporations, such as Ford, were being surpassed in quality and sales by the likes of Toyota. The premise of the book is concisely stated on the first page of Chapter 1:

> When we give up this illusion [that the world is made up of separate, unrelated, forces]—we can then build "learning organizations," organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.

There are five components of the learning organization:
- Systems Thinking
- Personal Mastery
- Mental Models
- Building Shared Vision
- Team Learning

       Though listed first, Systems Thinking is the "Fifth Discipline." It fuses the others and allows one to examine how the others are interrelated. Senge also identifies organizational learning disabilities that impair an organization's ability to respond to new challenges.

- I am my position (i.e., when people focus only on their own job, they fail to see or take responsibility for the product of interactions with others).

- The enemy is out there (e.g., for years the auto industry blamed low foreign wages, disloyal customers, or government regulators for its demise). The "out there" and "in here" are usually part of the same system.
- The illusion of taking charge (or being proactive). Proactive-ness is often reactive-ness in disguise. True proactiveness comes from seeing how we contribute to our own problems.
- Fixation on events (or taking the short view). When we see primarily events, we react to events and this limits creativity. The alternatives are the longitudinal or cyclical views.
- The parable of the boiled frog (i.e., place a frog in hot water and it will try to get out, but place it in water that is gradually heated, and the frog becomes groggy and doesn't try to escape). The frog is attuned to threats from sudden changes. Seeing slow change requires that we slow down and look for the slow processes that may pose the greatest threats.
- The delusion of learning from experience. While we learn best from experience, we often never directly experience the consequences of many of our most important decisions. Cycles of events are very hard to see and learn from if they last more than a year or two.
- The myth of the management "team." Members of management teams often spend time fighting for turf and defending positions rather than solving urgent problems. Experts and highly paid managers are taught to protect themselves from appearing uncertain or ignorant. This, organizational theorist Chris Argyris calls "skilled incompetence"—teams of people proficient at keeping themselves from learning.

After laying out the above premises in Part I, Senge gives an introduction to Systems Thinking, what he calls the Fifth Discipline, in Part II. There are eleven "laws" of systems:

- Today's problems come from yesterday's solutions
- The harder you push, the harder the system pushes back
- Behavior grows better before it grows worse
- The easy way out usually leads back in
- The cure can be worse than the disease
- Faster is slower
- Cause and effect are not closely related in time and space
- Small changes can produce big results, but the points of highest leverage are seldom obvious
- You can have your cake and eat it too, but not at once
- Dividing an elephant in half does not produce two small elephants
- There is no blame

These appear to be Zen-like *koans*, memorable paradoxes or contradictions of commonly held beliefs. In fact, they point to elements of Senge's systems approach to management. For example, #4 above suggests that looking for a quick fix without examining the elements of the system may appear to solve the problem, but with time we will see that the problem still exists, has perhaps been hidden, and when it reemerges it will be worse than before.

Senge provides an introduction to systems thinking and using diagrams that represent behavioral archetypes. Part of the challenge of systems analysis is learning to recognize the archetypes in practice.

Two of the basic building blocks of systems are the reinforcing and balancing loops. Here are examples from http://www.pegasuscom.com/images/lrnmorec.gif.
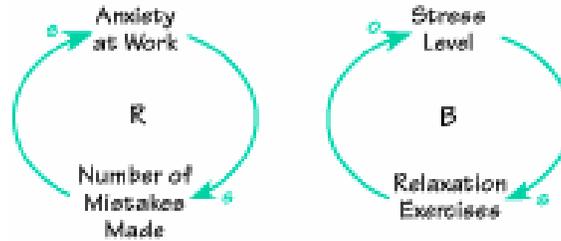
The following diagram, from http://www.solonline.org/pra/tool/balance1.gif, shows a balancing loop. As the reputation of the clinic increases, demand for services increases, moving toward the goal of increased service capacity. But as the wait for services increases, dissatisfaction increases and the clinic's reputation declines. This is a case of #7 above.
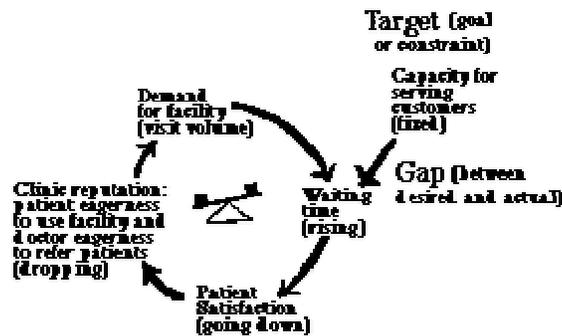
What does this have to do with leadership? Leadership involves inspiring others to achieve goals. As we've learned, sharing and maintaining a vision is one role of a leader. But vision is not unproblematic.

Pressure to lower vision (2)

Vision (1)

Emotional Tension (3)

Gap (creative tension) (4)

Actions to achieve Vision (5)

Current Reality (6)

Delay (7)
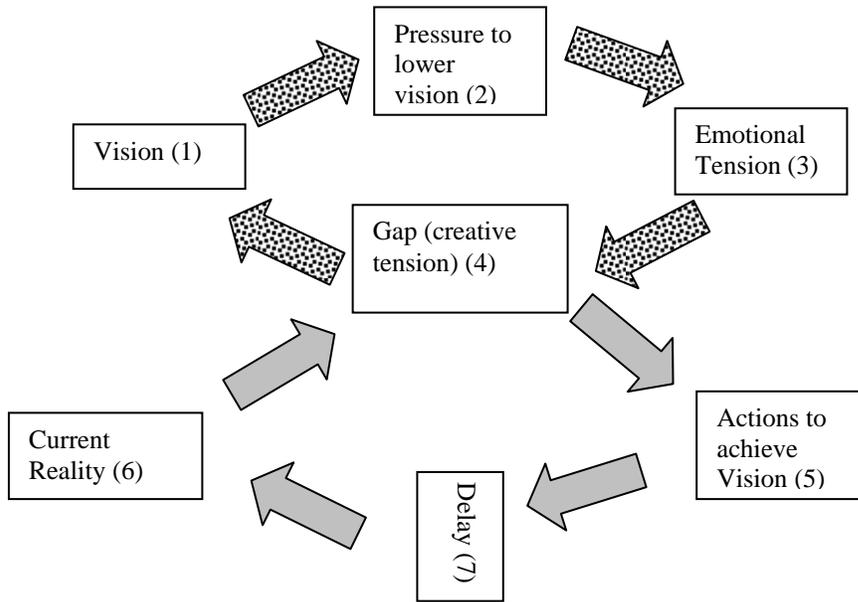
This drawing represents two interlinked balancing loops. A problem in the status quo (6) leads to a vision of a new reality that differs from (1); this creates tension that can be resolved either by lowering vision (2) or by instituting actions to move reality toward the vision; (5) but action takes time (7) and may induce change that moves the vision and reality closer together, farther apart, or cause no change. Lowering the vision represents taking the easy way out or addressing symptoms. It reduces tension but doesn't change either the organization or the problem that generated a desired change.

Leaders must acknowledge that vision and change create tension for workers. Properly managed, the tension can be channeled into creativity that leads to new solutions. This systems view explicitly recognizes that change takes time and suggests that there must be a means to cope with frustrations that arise while the actions take hold. Thus, a role of the leader is to instill values such as perseverance, trust, and patience in coworkers.

A Learning Organization seeks to see the world as it is, to avoid self-serving denial, and to address questions and conflict through dialogue. In dialogue people become observers of their own thinking (224). The chapter titled "Team Learning" relies heavily on physicist and philosopher David Bohm. Surprisingly, Senge cites Bohm's Special Theory of Relativity, 1965, as an important contribution to the notion of thought as a collective phenomenon.

Discussion and dialogue are constituent parts of thought. Bohm distinguishes discussion as being a back and forth conversation, perhaps with a goal of persuasion or consensus and dialogue (literally: through words) as an activity that requires suspending assumptions and prejudice in order that a "common mind may come into being based on the development of common meaning." Bohm says, "Through dialogue people can help each other to become aware of the incoherence (lit. not hanging together) in each other's thoughts." In addition to suspension of assumptions, this process requires that participants see each other as colleagues in a mutual quest for insight and clarity (227-8). Organizational hierarchies are inimical to dialogue because it is difficult for "superiors" to put themselves at the level of subordinates. The ideas of the one at the top of the organizational chart may not be any better than others. The best solution to hard problems will be the synthesis that results from open communication from observers at different

levels of the organization. True dialogue is difficult. It requires a facilitator who "holds the context" of the dialogue and assists participants to suspend judgment and assumptions and not to rush to conclusions.

The language of superiors and subordinates above may have led you to think of a boss and worker. However, in addressing social problems, it is important that one class, or gender or age group, not be seen as having super ordinate thoughts. Youth and adults, men and women, blacks and whites experience the world differently. In the learning organization, the solutions to hard problems come from identifying and seeing problems clearly from varied perspectives. Dialogue and discussion magnify individual intelligence and open the paths to new solutions.

The roles of the leader, as seen by Peter Senge, include creating and maintaining shared vision, overcoming judgments and assumptions, creating a space for dialogue, holding on to he context of the discussions, and in seeing the problems and organizations large and across time and space.

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[1] I say "surprisingly" because this view of socially constructed collective meaning that could vary depending on who is at the table is very different from the classical view held by physicists of immutable laws of nature that guide objectively observable and repeatable cause and effect processes.

Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing, Doug McKenzie-Mohr and William Smith (New Society Publishers, 1999).
Report by Cheryl Cassell, 2008.

Getting a person to agree to a trivial request greatly increases the likelihood that that person will later agree to a bigger request. This is one of many great tips and strategies within a large process called community-based social marketing (CBSM). CBSM is meant to be a set of tools to use to design programs that foster and maintain sustainable behaviors. The authors of *Fostering Sustainable Behavior* provide numerous real-life examples throughout the book of how the tools have been used as well as examples of their effectiveness.

The book is based on the view that behaviors are based on perceived benefits and barriers of the behaviors. Social marketing programs need to change the ratio of the benefits and barriers so that the sustainable behavior is more attractive. The basic steps are:

- Identify and prioritize the barriers and benefits of the desired behavior and actions.
    - Review the literature and current research.
    - Conduct focus groups and phone or mail surveys to explore the barriers and determine if the planned strategies will be appropriate.
        - *Useful Tip #1:* Ask about each of the smaller actions that make up the larger desired activity, such as the steps that are needed for composting.
        - *Useful Tip #2:* Using an even number of answers on surveys provides no middle answer; middle responses don't provide as much information on true preferences.
        - *Useful Tip #3:* Don't label the rankings (e.g., 5- moderately agree) so that the distance between is equal for the participants.
    - Develop a strategy that uses tools that foster the change.

- Get a commitment; start by asking small requests like signing a petition, wearing a pin, or ask people to say that they think they agree.
- Consider getting a written commitment that is made public (with permission).
- Ask individuals to ask others to do the activity.
- Actively involve the person or group in the desired activity.
- Design prompts that remind people of the activity (e.g., signs and pins) increase commitment.
- Build community support so that the activity is considered a norm with prompts and information on the community.
  - Pilot the strategy.
    - Continue to redo the pilot until you get it right.
  - Evaluate the impact of the strategy.

While the intention of the authors seems positive and the process is quite reasonable, I can't help but feel uneasy about the notion of "social marketing." Goodness, are people still free to kill themselves with their own bad habits or not? As that sentiment indicates, I am a bit confused about the rights of the sinners versus the rights of the righteous. I am the owner of some bad habits, according to current society, so maybe I am a bit manipulated (or "marketed") by the habits I have.

As an individual who is sometimes on the other side of social marketing efforts, it can appear that health and environment advocates are walking tall and carrying big sticks these days. They are out for blood and humiliation.

This is more than a bit sad to me. Hope it does not backfire in general for the advocates—at least until some bad habits that I don't have are targeted.

The 4 Hour Workweek: Escape 9-5, Live Anywhere, and Join the New Rich, Timothy Ferris (Crown Publishers, c2007).
Report by Jennifer Wieczorek, 2008.

The highlights and most important lessons I learned from this amazing book are below. The most important lesson for you is: READ THIS BOOK!

Ferris simplifies achieving a 4-hour workweek into four steps: Definition, Elimination, Automation, and Liberation. I felt the following information was extremely noteworthy:
- Freedom Multiplier: What you do, when you do it, where you do it, and (with) whom you do it. Money is multiplied in practical value depending on the number of W's you control in your life.
- Options and the ability to choose are the real power.
- Change the rules to change the entire concept of success.
- Nine rules are given as the fundamental differentiators to keep in mind throughout the book:
  - Retirement planning is worst case scenario insurance
  - Interest and energy are cyclical
  - Less is not laziness
  - The timing is never right
  - Ask for forgiveness, not permission

- Emphasize strengths, don't fix weaknesses
- Things in excess become their opposite
- Money alone is not the solution
- Relative income is more important than absolute income

Pareto's Law: 80% of the outputs are from 20% of the inputs

Therefore:
- Limit tasks to the important to shorten work time (80/20)
- Shorten work time to limit tasks to the important

Ferris suggests "comfort challenges," "dreamline" worksheets, and effective tools for eliminating time management. Some of my favorite suggestions include: do not multitask, check e-mail twice a day, eliminate meetings, and learn to propose. He also poses questions to ask yourself throughout the day such as:
- Am I being productive or just active?
- Am I inventing things to do to avoid the unimportant?

Due to the many insightful and practical things I learned, I will be applying rule #2, less is not laziness, to avoid spending time typing in the plethora of sample e-mails, scripts, voice mails, and other worksheets provided in the book. They can be found on the following Web site: www.fourhourworkweek.com.

Gaviotas: A Village to Reinvent the World, Alan Weisman (Chelsea Green Publishing, c1998).
Report by Kathryn Stewart, 2008.

Gaviotas is about an environmentally self-sufficient community that was established in the harshest conditions imaginable in Columbia. The visionary behind Gaviotas is Palo Lugari who began working on the project in the early 1970s. The book *Gaviotas* is a description of the development of the community and the inspiring leadership of Paolo Lugari.

The Gaviotas community was established under great hardship not only because of environmental issues but also because of the lack of financial resources. Paolo Lugari believed an economically successful and environmentally friendly civilization could exist. Lugari's thought was that if a sustainable community can be developed and support itself in the most harsh conditions in the world, then it should be able to be modeled anywhere in the world in less extreme conditions. Paolo Lugari kept his visions through the hardships and public doubt and eventually succeeded in developing a community that could support itself economically and is a zero-waste, environmentally-sustainable community.

Lugari's goal was to use solar power to support all of the energy needs for the community. He created a team of scientists who developed innovative designs for water pumps and solar panel energy sources. Under the leadership of Lugari, these scientists worked with no pay for many months to stay with the project and contribute to the vision for Gaviotas. The solar power inventions were eventually used for new buildings in Bogata and in other parts of the world.

Lugari had a gift for picking leaders who were willing to stay through the hard times. "These people could become wealthy off their resourceful technologies, but from the beginning, the Gaviotans preferred to share them freely. Gaviotas could show the world how to be environmentally aware, creative, egalitarian, and still make a decent living. The Gaviotans could show the rest of the world how to live sanely."

In addition to the development of solar power, Caribbean pine trees were planted beginning in 1984. Most critics thought the trees would not survive due to the acidic conditions of the soil and the harsh heat and cold of the desert. The trees not only survived but thrived creating a tropical rain forest in the middle of a desert.

The Caribbean pines proved to be a perfect choice because there was no invasive competition with local flora. The development of the forest also created a thriving ecosystem of plant life and wild life. The Caribbean trees were used to supply resin for use in the manufacturing of paint, varnishes, turpentine, and other products. The resin was previously imported by Columbia but now could be locally produced from Gaviota. The resin production funded Gavioata's economy and allowed the community to sustain itself financially.

The development almost went under several times due to lack of funding. Were it not for the tenacity and of Paolo Lugari, the project would not have survived. Now it is a thriving community and an example of how to be a zero-waste society and to preserve and protect the environment we live in while still being able to tap into its resources.

Paolo Lugari is a world class leader whose wonderful character and vision allowed his followers to remain productive and inspired. Some of my favorite quotes from the book are:

> "There's no such thing as failure here. Every obstacle is really an opportunity in disguise."

> "Don't worry about making mistakes. All it takes is to be right fifty-one percent of the time. Do that and we'll be doing fine."

> "If we show the world how to plant a sustainable forest, we can give people productive lives and maybe absorb enough carbon dioxide to stabilize global warming in the process. Every where else they're tearing down rain forests. We're showing how to put them back."

The Harvard Business Review on The Tests of a Leader, (Harvard Business School Publications, c2007).
Report by Yolanda Duran, 2008.

The book is broken into the following sections: "Becoming the Boss" (L.A. Hill), "Courage as a Skill" (K.K. Reardon), "What to Ask the Face in the Mirror" (R.S. Kaplan), "The CEO Second Act" (D.A. Nadler), "Moments of Truth: Global Executives Talk About the Challenges That Shaped Them as Leaders" (Kallasvou, Jackson, Humer, Gensler, Petrov, Klapmeier, Cummings, Aluihare), "How Leaders Create and Use Networks" (H. Ibarra, M. Hunter), "When a New Manager Takes Charge" (J.J. Gabarro), and "Leading Change: Why Transformation Efforts Fail" (J.P. Kotter). A brief narrative is shared for each section of the book. This book includes case studies of new managers in leadership roles. The case studies

analyze the abilities of new leaders and where their mistakes were made, and it also shows how they overcome barriers in order to succeed.

"Becoming a Boss"

This section is interesting because it covers the aspects of becoming a boss and how star performers in organizations who are content experts have been placed into management positions. Oftentimes, the content expert that is placed into the management position is taken by surprise because management is not everything they expected it to be. "Beginning managers often fail in their new role, at least initially, because they come to it with the misconception or myths about what it means to be a boss. These myths, because they are simplistic and incomplete, lead new managers to neglect key leadership responsibilities" (L.A. Hill). The other problem that organizations face is that they promote their star performers from within and don't provide training for the new leadership role. This is a failure because these content experts may not have the management skills necessary to succeed in their new role; and the organization often overlooks the new leaders because they expect the same productivity that they had in the content expert role. The misconceptions that the new manager often assumes are that the position's rights and privileges come with the freedom of making the changes that they feel are necessary. They are often shocked by the rude awaking of having to gain credibility and trust from the subordinates, peers, bosses, and partners from outside agencies. They are often shocked by this and sometimes humbled by knowing that someone who works for them may try to get them fired. New leaders should really take a look at being a leader of a team and becoming consistent with goals and expectations that are set. Listening to subordinates is necessary because they have been in their position and understand what is lacking and necessary to improve work settings; taking the time to listen is important because of the opportunity to learn and gain creditability. Organizations have a lot to gain with the success of the new leader because they have invested in the new leaders, but they must provide the path for success.

"Courage as a Skill"

This section focuses on the challenges of unethical issues and whistle blowing. Corruption in organizations can lead to the skill of courage. Many leaders are often challenged when they become aware of corruption and how it effects the organization, society, colleagues, and their own careers. The greatest challenge that comes with whistle blowing is the risk that stems from it. In some case studies, retaliation was prevalent to the person who challenged and brought forward corruption in the pharmaceutical industry. The individual who brought forward the corruption understood the ramifications that would occur from whistle blowing; but ethically, it was the correct action for him to take and to this day he has no regrets. Courageous action is not only linked to whistle blowing, it also focuses on first responders that put their own lives at risk on a daily basis in order to help people in society. In business, the risks are different and "people who become good leaders have a greater than average willingness to make bold moves, but they strengthen their chances for success—and avoid career suicide—through careful deliberation and preparation. Business courage is not so much a visionary leader's inborn talent as much as a skill acquired through the decision-making process that improves with practice. In other words, most high-risk decision makers teach themselves to make high-risk decisions (K.K. Reardon)." The process of decision making often takes critical thinking aspects to analyze the high-risk situation by asking the following questions: "What does success look like in the high-risk situation? Is it obtainable? If my primary goal is organizational, does it defend or advance my company's or team's principles and values? Does it derive solely from my career ambitions or

from a desire for my organization's or even society's greater good? (K.K. Reardon)." Based on the questions that were just shared, it is important to determine how important the goal is. If you bring the issues forward will the organization suffer? Will you suffer emotionally or professionally? Can this issue be corrected by communicating through the chain of command or does it have to exceed the chain of command in order to solve the issues that need to be addressed. It is important to understand the consequences; do the risks out weigh the benefits? The most important process is to be properly prepared with support evidence of the information that is required in order to be successful with the situation. The last aspect is to have contingency plan that may involve having to leave the position.

"What to Ask the Face in the Mirror"
 This section reminds leaders that it is easy to get off track when climbing to the top, and the higher to the top a leader is the less opportunity they will have to receive honest feed back. It is important to stop and do a self-assessment that asks key questions to make sure that they are true to their beliefs. It is important to understand that no matter how successful you are, you will make mistakes. In order to overcome making a mistake and to prevent the mistake, they need to ask for feedback and take time to listen to feedback from the people that work directly with them. Keys to staying on track include seven steps which include the following: vision and priorities, managing time, feedback, succession planning, evaluation and alignment, leading under pressure, and staying true to your self.
 The most important aspect is being able to step back and take a look at how you lead and identify gaps that need to be addressed. Once gaps have been identified, find a way that will help improve areas that need improvement. No matter how successful the manager, maybe it is important that they continue to assist leaders to overcome barriers that mangers must overcome.

"The CEO's Second Act"
 This section discusses performance problems that organizations often face with CEOs or executive managers. It may become apparent that the performances from these key positions are not meeting the demands of the organization—so organizations will release the people in the key positions in hopes that a new lead will be able to fix the problem.
 The organization should look at the situation prior to releasing the person from the key position because they may be able to fix the problem at hand instead of bringing in a new person who would not be to understand the extent of the problem. The problem may be as simple as needing new skills. If that is the case, the person in the key position must obtain the skills in order to succeed. The most important aspect is that these lead people must be able to realize if their leadership style is no longer working, accept others' advice on why performance is faltering, analyze of the nature of the shift, and, finally, decide and take action (Nadler).

"Moments of Truth: Global Executives Talk About the Challenges That Shaped Them as Leaders"
 This section discusses moments that have shaped leaders because when those moments came, the leaders were passionate and followed their intuition against the odds. The following list addresses areas that shaped the leaders that were discussed in the case studies presented: humility, energy, intuition, vision, perspective, passion, conviction, and learning.
 Here is a brief review from one of the case studies that represents humility. The case study presented an interview with Olli-Pekka Kallasvuo, president and CEO of the

telecommunication company Nokia, where he discusses the challenges he faced. At the time that Olli-Pekka was appointed to the Chief Financial Officer position, Nokia was experiencing financial difficulties and the fear of not being able to make the payroll for the month continued— Olli-Pekka would have to seek financial backing by going from country to country seeking to borrow money from banks, and it got to a point where the bankers had no trust in the situation and financial backing was becoming scarce. Nokia was able to come out of the red and began to gain a profit. Lessons learned from this experience were that you have to give your customers a chance and listen to their needs. Don't be in a hurry to be the best prototype; listen carefully to what is needed and proceed from there. Olli-Pekka is now the CEO and looks back at the difficulties he once faced and was able to overcome. Nokia now employees 100,000 team members and would not have been able to accomplish the inevitable without having confidence in the all team members.

"How Leaders Create and Use Networks"
 Networking is an important aspect of leadership. It may be necessary to network between divisions of the company; or it maybe extensive enough to network with outside agencies that may include international partners. Networking assists in further development of the organization and the ability to recognize opportunities when they are presented.

Conclusion
 The Tests of a Leader brought forward good information that is sometimes overlooked when taking on new management responsibilities. Based on the information gained, there is a lot of perspective to take into consideration in any leadership position. The most important issues are not to lose your primary focus or true values.

Leader as Coach: Strategies for Coaching and Developing Others, David B. Peterson and Mary Dee Hicks (Personnel Decisions International, c1996).
Report by Robyn Elliott, 2008.
 This book focuses on the methods of self-discovery and how we, as leaders, can coach our staff to achieve personal and professional potentials never imagined. In developing our coaching skills, we develop future leaders and further ourselves as leaders and role models, and, thus, the circle of knowledge and development evolves in a continuum. The authors reiterate throughout the book that new information is necessary in order to move forward and promote change. The path to achieving new information is neither an easy road nor straight in its direction, but traveling it is the reward.
 The contents of the book are based on five strategies and each chapter contains quotes that are peppered throughout to support these strategies:
- Forge a Partnership
- Inspire Commitment
- Grow Skills
- Promote Persistence
- Shape the Environment

The book also identifies three coaching frontiers as the basis for the strategy framework:
- Working one-on-one
- Guiding people to learn for themselves

- Orchestrating resources and learning opportunities

Forge a Partnership

Although we may think we have partnerships with our staff, unless we are taking the time to mindfully listen to what their values, goals, fears, and aspirations are, we are not a true partner in their development. The partnership is not only on the listening side, but also it is a visual partnership in how the staff perceives you as a leader and as part in a trusting partnership relationship. This puts you as a leader to the test—do you do as you say, and do you know your limits? We desire to be everything to everybody, but reaching beyond the limits of your professional and personal capability and capacities only diminishes your effectiveness. However, if you fear you are moving someone or yourself in a direction they are not willing to go refer to the advice of Malcolm Forbs, when he said: "Nobody can make anybody someone he or she doesn't want to be."

Inspiring Commitment

Inspiring commitment requires a goal-setting process, coupled with a reflective process. The authors developed the GAPS acronym: Goals, Abilities, Perceptions, and Success Factors. Using this method helps the coach to unveil blind spots in where they are now, and where they want to be in the future. To actually take pen to paper or fingertips to keyboard and write one's own abilities, goals, values, and perception of others, and what is needed for their success, is not easily done because it is rarely done. The authors give another acronym—FIRST—to assist the leader in helping the employee sort out their GAPS and plan for the individual's development. FIRST stands for: Focus on priorities, Implement something every day, Reflect on what happened, Seek feedback, and Transfer learning to next steps.

Grow Skills

This strategy discusses building new competencies that ensure people know how to do what is required of them. Here is where the reconstruction and development begins in earnest. Asking those to move beyond their comfort zone to learn and expand on their knowledge base will be very difficult for those whose work is comfortable in habit. "Experience is the worst teacher; it gives the test before presenting the lesson" (Vernon Law). Although you may know it, you are the guide to knowing where others can find the information. Others need to learn for themselves, experience it, and reflect on it. Encouraging others to seek opportunities to repeat the experience, while you are their safety net, enables others to move beyond their comfort zone and gain knowledge. Even mistakes, when handled correctly, are opportunities for growth. Be it success or a mistake, growth requires reflection on the event. Together you diagnose the cause, and assess what factors within the person's control contributed to the outcome (including skills, preparation, and attitude). This assessment leads to further learning and expanding knowledge. Finding the lesson allows the person to decide whether to repeat, improve, or avoid the next opportunity. Transferring the lesson allows the person to identify at least two similar situations or new opportunities where the lessons can be applied. So many times we want results that are quick and measurable. Leadership that employs the use of effective coaching skills will facilitate the person toward progressive evolution in their position and creates a growth process, a commodity more valuable than the quick measurable results we usually gauge as success.

Promoting Persistence

Promoting persistence breaks down the barriers of fear of success. "Failure is the only opportunity to begin again more intelligently" (Henry Ford). We want to give our employees permission to be novice. Allowing time to build confidence and convey their confidence in their newfound abilities continues to forge a strong and trusting relationship between employee and leadership. Too many times the actual event of success is bypassed by time or inattention on both the parts of employee and coach. In our coaching, we can link their success to their personal skills and efforts so they begin to trust in their abilities, and in doing so, we develop the cause-and-effect connection needed so they see the why of their success.

Shape the Environment

Build organizational support to reward learning and remove barriers. Leadership must build visibility as a role model by setting an example for how you act and how you develop yourself so that others see leadership push beyond their comfort zone and see the progress they make through success and failure; this gives confidence to others who perceive these efforts. Sharing in success and failure also hones the relationship building process. An environment that gives feedback must also accept feedback in order for the learning continuum to be effective and real on all sides. "Start by simply letting people know that you value learning and intend to make it a priority" (120).

At first, I thought this book to be more of a "how to" blue print to coaching and I didn't like it. However, as I read, I could see the important connection in how coaching in leadership can develop our employees to work not only for the betterment of our institutions but also for the rewarding personal benefit each employee experiences in their individual success, growth, and development. Each individual holds their own success within, and we, as leaders, can be facilitators to their self-discovery and enhanced knowledge.

Leadership Lessons of Robert E. Lee: Tips, Tactics, and Strategies for Leaders and Managers, Bil Holton, PhD (Gramercy Books, 1995).
Report by Patrick DeMarco, 2008.

This book focused on leadership skills and tactics based on historical records of how Robert E. Lee conducted himself both on and off the field of battle in leading his troops. Robert E. Lee is considered one of America's most skilled and outstanding generals. The book accomplishes its task by providing the wisdom of General Lee's words and deeds and then applying those words and deeds to the modern business world, particularly that of leaders.

The book covers: acceptance, accessibility, ambition, apologies, audacity, back home support, best practices, bias for action, blowing smoke, building commitment, bureaucracy, character, charisma, circumstances, coaching, commanding presence, compassion, competitor analysis, comprehensive authority, confidence, conflict management, consensus, consequences, continuous improvement, courage, crisis management, critics, direct reports, discipline, doing things right the first time, dressing for success, duty, effort, empathy, empowerment, endurance, esprit, excuses, expensive success, experience, fail forward, family, fault-finding, field trips, flawless impeccability, functional literacy, giving credit where credit is due, grace under fire, group think, guts, high-performance teamwork, hiring the right stuff, honesty, honor answering honor, honoring organizational treasures, hostile takeovers, the human side of quality, in-basket management, incredible tolerance, innovation, internal customers, integrity, irreconcilable

differences, job rotation, kudos, last rights, Lee knew the playing field, Lee looked after his people, Lee's hydraulic relationship to grand, Lee's last words, Lee's retirement message to his troops, loyalty, management by objectives, managing by wandering around, media circus, middle management, missed opportunities, momentum building, morale, objectivity, an officer and a gentleman, operational flexibility, outsourcing, patriot voice, perfect imperfections, performance and technology, personal magnetism, philanthropy, politics, the power of influence, a product of the product, productivity spurs, project management, promotions, purposeful impatience, reengineering, regrets, reorganization, responsibility, retaliation, risk management, role competency, self-mastery, sense of obligation, situational leadership, spirituality, sound judgment, stonewalling, strategy, superior performance, tenacity, timeless wisdom, trade secrets, traveler, trivial pursuits, unruffled composure, unruffled composure ruffled, verbal skirmishes, virtual reality, vision, walking your talk, and worthy adversaries.

The author takes each of these subjects and first provides examples and comments of/or by General Lee and then applies each topic to modern business and leadership issues. The book is designed as a guide to challenge and inspire those who want to lead more effectively and more dynamically. A person can go to a particular topic and utilize that information in a productive manner. This is a very solid leadership "manual" for today's Leaders.

Leadership On The Line: Staying Alive Through the Dangers of Leading, Ronald A. Heifetz and Marty Linsky (Harvard Business School Press, c2002).
Report by Bernadette Albanese, 2008.

In choosing this book, my desire was to gain insight from my own experiences and current challenges in the context of their leadership messages and then to find parallels between that insight and what I am learning at RIHEL in order to internalize the lessons and make them natural and relative to my situation. Following is a summary of *Leadership On The Line*.

Highlights of the Take Home Messages
- Differentiate between technical changes and adaptive changes:
    - Technical solutions have options that already exist within an organization and may be easier to master (i.e., apply your current know-how).
    - Adaptive solutions require learning new ways; hence, these changes are more deeply rooted, are perceived to be riskier, tend to meet greater resistance, and require a more sustained effort to accomplish. Recognizing these early helps to better craft a response.
- For adaptive change, learn to manage your constituents' disappointments and missed expectations. They may want to know that the change will come with minimal sacrifice on their part; "Let someone else take the hit."
- Learn how to "get on the balcony" and observe externally. Achieving a balcony means taking one's self out of the dance, even if only for a moment, in order to see the whole picture. If this isn't done, it is possible to misperceive the situation and make the wrong diagnosis, which could lead to misguided decisions and interventions. But, to affect what is happening, you must return to the dance floor. The challenge is to move back and forth between the dance floor and the balcony, making interventions, observing their impact, and then returning to action.

- "Why should people oppose you when you are helping them change habits, attitudes, and values that only hold them back, when you are doing something good for them? You are challenging people's habits and core beliefs. Persuading people to give up what they know, what they are comfortable with, and how they have been raised feels threatening; it means experiencing a loss and feelings of uncertainty, which challenges their sense of competence and loyalty."
- "People in authority have to represent a variety of constituents; therefore, they need to keep their hands free so they can orchestrate conflicts, rather than become the object of conflict."
- "For the most part, people criticize you when they don't like the message. Rather than focusing on the content of your message, they take issue with its merits and frequently find it more effective to discredit you. The blame is largely misplaced in order to draw attention away from the message itself."
- Use these diagnostic tasks when assessing a problem:
    - Distinguish technical from adaptive challenges.
    - Find out where people are at—listen and be curious.
    - Listen to the song beneath the words; beware of making interpretations immediately and aloud. Interpreting other people's intentions is best done first inside one's head.
    - Read the behavior of authority figures for clues—this person may reflect what you are stirring up. What you observe from them is a response to the pressures they are experiencing in relation to your actions.
- "A natural ally agrees with you on your issue and is willing to fight for it, but remember they have other loyalties and commitments that you should remain aware of, ask what they are. Know how far you are asking them to stretch if they are to collaborate with you."
- "To survive leadership, work as closely with your opponents as you do with your supporters. Too often you make take the easy road, ignoring opponents and concentrating on building affirmative coalition. Engage your opposition. People who oppose you may have the most to lose by your success."
- "Communicate, in every possible way, the reason to sacrifice—why to sustain losses and change loyalties. People need to know that the stakes are worth it. Acknowledge the loss itself, grieve with them and memorialize the loss."
- "Hold steady when criticized. People you challenge will test your steadiness and judge your worthiness by your response to their anger. Receive people's anger without becoming personally defensive. Take the heat with grace."
- "Assess how to ripen the issue. Ask: What other concerns occupy the people who need to be engaged? How deeply are people affected by the problem? How much do people need to learn? What are senior authority figures saying about the issue?"
- "Zealots are terrific at pushing the envelope, but they may set the wrong pace by failing to respect the views, stakes, and potential losses of their adversaries."
- "When you lead, people don't love you or hate you. They love or hate the positions you represent."

Leadership On The Line: Staying Alive Through the Dangers of Leading, Ronald A. Heifetz
and Marty Linsky (Harvard Business School Press, 2002).
Report by Mindy Mohr, 2008.

This book is an inspiring treatise that convinces the reader that it is not enough to have a
passion to lead, or to want to make changes. As valuable as passion is, to succeed as a leader you
need to understand the dangers, reduce the risk of being pushed aside and unheard, manage your
personal vulnerabilities, and sustain your spirit. *Leadership On The Line* illustrates ways to be a
leader even when you are not in a position of authority. There were many wonderful case studies
and profound, uplifting statements, including: "Leadership is worth the risk," and "By making
the lives of people around you better, leadership provides meaning in life. It creates purpose."

The Most Important Lessons
- *Dangers/Challenges of Leadership*: When a leader questions people's beliefs, values,
  or habits of a lifetime, he disturbs the status quo. This can cause anger and fear.
  Leaders often try to avoid these dangers by treating adaptive challenges as if they
  were technical problems—this is the most common source of leadership failure.
  - Technical problem: the solution already lies within the organization's repertoire.
  - Adaptive challenge: its pressures force the organization to change, lest it decline.
    (A simple example is when the family car breaks down. You take it to a mechanic
    to fix. However, if it breaks because of how family members are abusing it, it will
    break again. You can keep treating this as a technical problem the mechanic can
    solve, but then you avoid the underlying issues demanding adaptive work—
    persuading the mom to stop drinking and driving, getting grandpa to give up his
    driver's license, having the teenager stop drag racing. Another example is a
    budget crisis; an organization may decide to cut an equal percentage from each
    division as a technical fix, rather than examine the strategic questions of how the
    organization does business.)
  - As a leader, you must disturb people—address the adaptive challenges—at a rate
    they can absorb. Risks to you include getting marginalized, diverted, attacked, or
    seduced. Examples are being promoted to get you out, sidetracked with
    meaningless work, or having your character defects pointed out to deflect
    attention from the issues (e.g., Bill Clinton).
- *Responses to these Challenges*:
  - Get perspective; get on the balcony. Skills to move from participant to observer
    and back again include practice switching roles, pushing your chair a few inches
    away from the meeting table after you speak, see who says what, watch body
    language.
  - Distinguish technical versus adaptive challenges.
  - Listen to the song beneath the words (don't just hear what you want to hear).
  - Read the authority figure for clues (cooling attitude may indicate resistance of the
    larger organization to your initiative).
  - Think politically. Find partners, but also keep the opposition close. People who
    oppose what you are trying to accomplish usually have the most to lose by your
    success. "For that reason, your opponents deserve more of your attention, as a
    matter of compassion as well as a tactic of strategy and survival."
  - Accept responsibility for your piece of the mess.

- Acknowledge their loss.
- Model the behavior (e.g., Lee Iacocca reducing his salary to $1 during Chrysler's troubles and wage cuts for employees).
- Orchestrate the conflict. Most people try to avoid conflict. You should create a holding environment (protected physical space to work through volatile issues); control the temperature (e.g., Henry Fonda in the movie *Twelve Angry Men* absorbed and controlled the heat of conflict); pace the work and show the future.
- Give the work back. Do not take on responsibility to fix everything. Use short, simple interventions, make observations, ask questions, offer interpretations, and take action.
- Hold steady. Take the heat, don't take anything personally. Silence is a form of action. Sometimes abstaining is OK; the two sides won't be happy, but both would be more upset if you picked one over the other. Help them reach compromise.
- Let issues ripen. This is when there is finally widespread urgency to deal with the issue. Sometimes the leader has to create this ripening by developing a strategy to generate urgency.
- Focus attention on the issue not on you.
  - *Body and Soul*: You need to manage your hungers.
    - Don't be the heroic lone warrior in order to feed your ego. Let people have the opportunity to develop their own strengths and settle their own issues.
    - Watch out for the usually provocative nature of leadership and authority. Power is the "great aphrodisiac."
    - Anchor yourself –don't confuse your role with yourself. Don't believe all the good things people say about you, or take attacks personally.
    - Keep confidents, but don't confuse them with allies.
  - And finally: Why Lead? "Leadership is a labor of love.... The world needs you."

Leadership On The Line: Staying Alive Through the Dangers of Leading, Ronald A. Heifitz and Marty Linsky (Harvard Business School Press, 2003).
Report by Margy Wienbar, 2008.

The initial theme of this book is that leadership is dangerous (taken to the extreme case—to the level of assassination). This concept hit home because as I was finishing this book, Benazir Bhutto was assassinated.

There are some ideas from the book that I want to relay here in relation to this event. Mrs. Bhutto was a leader who was working for adaptive change; she was trying to move a county into a new paradigm of democracy. She had been marginalized to the point of exile; there were overt attempts to divert the agenda; and there was attack—quite physically. One of the concepts in the book dealt with the idea of seduction—that supporters can often push their leaders into places where they cannot compromise and they risk too much in attempts to be responsive. The book cautions leaders to remember that "you are not your role." I wonder if Mrs. Bhutto took personal risks that she should have never taken on behalf of the role she was playing in these historical events—she put her role as change agent at risk when it might have served the cause better to be more cautious. Then there is the concept of martyrdom that may play into this event that is somewhat beyond my capacity to fully comprehend. Time will tell if this was a strategy being employed and if it was successful.

The Challenge

Leaders need to identify which challenges are technical and require a technical solution, and which challenges are adaptive. Adaptive change can be characterized by: 1) change that may affect people's values and key beliefs (hearts and minds need to change), 2) all technical solutions to address the problem have failed, 3) there is conflict, particularly conflict that keeps arising, and 4) there is crisis or a high degree of disequilibrium. Adaptive challenges touch people's emotions and fears and can result in resistance.

Adaptive leadership is about facing challenges that people don't have the answers for and for which implementing an answer requires change, a different approach, or a different set of commitments. People resist change and they fear loss. Adaptive leadership often requires people to go beyond the authority ascribed to them, and there is risk involved. If you're successful, great! If not, you often get ostracized. This can take several forms:

- Marginalization: often people get cut out of information, are ignored, or otherwise appear invisible.
- Diversion: this tactic can be accomplished by promoting people to a level where they cannot challenge; or similarly, the "hire your critics" approach.
- Attack: this is a similar strategy to diversion in that personal, character, and other attacks divert the attention from the issue to the person. There were many examples, but the one that stuck for me was the one about Senator Edward Muskie's 1972 campaign for president where his response to the personal attack on his wife shut down his campaign.
- Seduction: this is a tactic that often is the "enemy within" where the need to be responsive to supporters results in leaders taking an extreme position to pacify supporters when compromise is needed—this often results in supporters cries of "sell-out" when a leader resists.

The key is to develop and communicate a reverence for the experience of those most affected by change and those who are developing skills for how to respond.

Section II of the book (the response) and Chapters 3-7 within the section outline the various skills for responding.

"Get on the Balcony"

This refers to the metaphor of being at a dance and being on the balcony above the dancers. The patterns that were not evident in the movement while on the floor become clearer from above. This is about gaining some emotional distance so a leader can see "the forest for the trees." The trick is to move back when situations are emotionally high and include yourself in the observation. Ask questions like: What's going on here? This is a critical step in helping to distinguish which challenges are technical and which are adaptive. Some techniques to help:

- Identify the kind of challenge being faced—technical versus adaptive
- Find out where people are—listen and let the group lay out the issues
- Listen to find out what's intended behind the words—what values, fears, and beliefs are being protected?
- Read the behavior of authority figures for clues. Don't assume that verbal support from a leader given in private is tacit support—watch for clues about public levels of commitment. Evaluating one's own track record, style, status in the group, and

how "ripe" the issue is are also important skills. This is also a time to evaluate if there are prejudices in the group that favor or disfavor you or other group members.

Key quip: Plans are important to get moving, but they are not gospel—throw it out if it's not working!

"Think Politically"

I don't know about your state, but often by the time the New Mexico legislative session starts, the key issues have already had hearings during interim committees and a level of agreement in place. The same should be true for leaders. We should build partnerships, hold pre-meetings, disclose conflicts to key partners, and strategize together. In addition, keep the opposition close; allies have the least to lose and opponents the most. Learn what their issues are and strategize to address them. As Moshe Dyan said, "If you want to make peace, you don't talk to your friends. You talk to your enemies."

Other strategies: Accept responsibility for your part of the mess. Acknowledge the loss people are feeling and explain why sacrifice is necessary. Give a sense of what's to be gained in exchange for the loss. Model the behavior and hold yourself accountable the same way others are held accountable. Finally, accept casualties. Not everyone can cope with change and people may leave the organization.

"Orchestrate the Conflict"

There are several techniques described for how to orchestrate the conflict and have it take place in a controlled, safe way:

- Create a holding environment. Often companies do retreats or off-site meetings where the conflict can surface and be explored, and then strategies developed without time and other pressures.
- Control the temperature, escalating or deescalating the tension. To increase the temperature, focus on the difficult issues and let others feel the weight of responsibility. To decrease, work on technical problems first to develop a measure of success and trust.
- Pace the work. Change is emotional as well as conceptual. People need time to grasp the impacts and issues.
- Show them the future. People need to see what they're reaching for before they'll let go of what they have.

"Give the Work Back"

Adaptive leadership is not about finding solutions or solving the problem, it's about mobilizing others to find the solutions. Shouldering adaptive work is risky; the issue becomes you and sometimes to get rid of the issue they get rid of the leader or hold the leader responsible and the leader suffers the backlash. The people with the problem must be the ones to develop the solution by internalizing the issue, owning it, and solving it. Leaders can assist the process by making observations (views from the balcony); asking questions such as What's going on here? and occasionally offering interpretations of observations (use with caution as it can be viewed as being loaded.)

"Hold Steady"

Take the heat. Receive anger without becoming personally defensive. This will build trust. Defend the perspective, not yourself. Remain true to the purpose beyond yourself. Stand by people with compassion even when they unleash demons. Taking the heat with grace builds respect for the pains of change. Leadership is sometimes disappointing people at a rate they can absorb.

Let the issues ripen. If the issue is not "ripe" people will not address it. Are people ready to discuss the issue? How deeply are people affected? How much do people need to learn? How difficult will it be for people to learn? What are those in authority saying and doing? Crisis and tragedy often increase urgency.

Focus attention on the issues, observe, and question.

The third section of the book, "Body and Soul," Chapters 8-10, attends to what is needed for sustaining yourself in leadership.

"Manage Your Hungers"

Leadership challenges people intellectually, emotionally, spiritually, and physically. Leaders need to identify their own triggers and learn how to manage so that it doesn't become a weakness. The hungers are:

- Power and control: while this is good in a crisis, power and control issues can often lead to suppression of diversity to the point where people won't challenge your ideas and you end up shouldering the adaptive change.
- Affirmation and importance: this is where leaders need to understand that people see the role not the person. If a leader builds too much dependence among supporters, it can quickly turn to contempt when failings are discovered. Don't compromise the core values for a desire to be important.
- Intimacy and delight: Develop rituals to transition your day from work to home. Go to the gym, take a walk, have a conversation with a trusted confidant, a glass of wine, etc. Ensure your need for intimacy is met in the proper place. There was an excellent description of what may have been the situation that led to the Clinton/Lewinsky mess. Being the President has great power and power-attraction is inherent in the office; the government had shut down based on the Republican's "Contract with America"; Hillary was out of town; Clinton's closest advisors were not allowed to report to work and there were a host of interns staffing the White House. It was a recipe for disaster.

"Anchor Yourself"

This section clarifies the need to distinguish yourself from your role. The reactions of others are often based on how well you are meeting their expectations in your role. Decipher this, don't internalize it. Recognize that leadership requires going beyond the bounds of your constituency and building alliances with others. Some see this as disloyal. Not seeing yourself apart from the role can lead to an inability to protect the role.

Keep confidants and don't confuse them with allies. Allies are in the work with you but have other agendas and constituents. Confidants are people who have your same agenda or better yet don't "have a dog in the fight" and can listen and be supportive and objective unconditionally.

Seek sanctuary where you can renew. These can be places, activities, rituals.

"What's On the Line"

The book here returns to the question of Why do this? The authors put forth the word derivation of "lead" from the Indo-European as "go forth and die." The answer is: "Leadership is about giving meaning to your life by contributing to the lives of others." And meaning cannot be measured; it takes the form of love.

The authors talk of the "Sacred heart," whereby the person can experience distress without becoming numb, striking back, or engaging in defensive behaviors. The leader needs to build a space within which she or he can hear, feel, diagnose, gauge situations, and respond. In addition, the leader must not lose a certain innocence (ability to entertain silly ideas and have fun), a sense of curiosity (versus being a jaded "expert"), and a sense of compassion (feeling for the struggles and pain of others). These qualities keep the leader in a place of, what a colleague of mine calls, solidarity with the people you lead.

The book ends with another answer to why do this and why leaders need to find ways to sustain themselves and survive, "Because the world needs you."

Leadership On The Line: Staying Alive Through the Dangers of Leading, Ronald A. Heifetz and Marty Linsky (Harvard Business School Press, 2003).
Report by Merrick Wright, 2008.

This is an outstanding book. I highly recommend it to anyone who is looking for a book that really fleshes out the tough issues that arise as opportunities for leadership present themselves. Full of specific examples from politics, community organizing, and the private sector, *Leadership on the Line* reminds us that leading is risky business but that many people before us have put it all on the line to steward people into new realities.

My favorite sections were "Orchestrating the Conflict" and "How to Control the Heat."

In "Orchestrating the Conflict," the authors outline constructive methods for creating an environment that allows people to move with you through the uncomfortable adaptive changes that are necessary for growth. By consciously creating a "holding environment," we have the power to help people navigate through the uncomfortable and sometimes frightening process of adaptive change.

Skilled leaders also have the power to "control the temperature." Through a combination of raising the heat to the point where people take notice and then lowering the temperature when the tension runs the risk of making a group unproductive, we all can use distress constructively to motivate people without paralyzing them. (I'm pretty good at raising the heat, and now I look forward to honing my skills at lowering it with the same ease.)

This chapter is fascinating and makes the point that conflict can be a necessary condition for change, but good leaders recognize when a group is maxed out and needs to lower the temperature to feel in control and safe.

The authors go on to address the importance of pacing the work and showing people a new vision of the future. People often resist adaptive change because the future is uncertain and we'd usually stick with the status quo. This is a great time to go back to core values, an orienting value that makes the discomforts of change worthwhile.

In "How to Control the Heat," the authors discuss the issues of raising and lowering the temperatures:

- Raise the Temperature
  - Draw attention to the tough questions.

- Give people more responsibility that they are comfortable with.
- Bring conflicts to the surface.
- Protect gadflies and oddballs.
  - Lower the Temperature
    - Address the technical aspects of the problem.
    - Establish a structure for the problem-solving process.
    - Temporarily reclaim responsibility for the tough issues.
    - Employ work avoidance mechanisms.
    - Slow down the process of challenging norms and expectations.

If you're struggling with people's resistance to change and desire to maintain the status quo, read this book, and good luck fighting the good fight with poise, grace, and skill!!

The Leadership Pipeline: How To Build The Leadership Powered Company, Ram Charan, Stephen Drotter, and James Noel (Jossey-Bass Publishers, 2001).
Report by Chris Sheafor, 2008.

The Leadership Pipeline describes a method developed at General Electric to find, train, and promote leaders from within a company. The language is written around large for-profit companies, but as I read it, I could see its application to leadership development in smaller non-profit and governmental organizations.

This model uses the term "pipeline" to describe the track through the different leadership levels in a company and the term "passage" for critical transitions along that pipeline. Even if an individual does not move very far up through the pipeline, making sure that supervisors/leaders function appropriately at their point in the pipeline helps the overall functioning of an organization.

Highlights

In a large corporation six passages are identified. These passages represent points of change where leaders need to shift their thinking to be successful. The following are the six major passages:

- Managing Self to Managing Others: moving from being an individual contributor to a first line manager
- Managing Others to Managing Managers: moving from the dual role of a contributor and work group manager to a pure manager
- Managing Managers to Functional Managers: managing the many connections and adopting the broad, long-term perspective needed to run a function within an organization
- Functional Manager to Business Manager: developing greater cross-functional connections, strategic thinking, and integrating functions to run an entire business
- Business Manager to Group Manager: managing a group of businesses requires greater asset allocation skills and portfolio development skills
- Group Manager to Enterprise Manager: the transition to the CEO of a major corporation requires a greater emphasis on values than skills, and more development as a visionary thinker

In some organizations, the leadership track diverges at the functional level, and then progression goes upward through more and more responsible functional manager levels. A description of this type of progression was also included in the book.

In adapting this model to a smaller organization, the first four passages may be all that are present. Executive directors or top administrators in smaller organizations function much like business managers, although to be successful, they must also adopt some of the values and vision of a CEO or enterprise manager.

To be effective, a leader must acquire new ways of leading and managing in the following three areas:

- Skills Requirements: the new capabilities required to execute new responsibilities
- Time Applications: new time frames and ways of allocating their time
- Work Values: what leaders think is important and so becomes the focus of their effort

For example, good individual performers who have been promoted to first-line supervisors frequently have trouble giving up time they spend on producing to take time in training and developing their subordinates. They can undermine their employees by solving problems that should be handled at a lower level. By selecting the proper people to do the work, setting objectives, and holding people accountable for results, a manager of others would be better using their time, skills, and values. When performing work that should be done at lower levels in the pipeline, a leader clogs the pipeline and makes the organization function less efficiently. Extensive examples of both proper and improper skills, time applications, and work values are given for all of the passages described above.

Moving individuals through the pipeline is done through mentoring, coaching, and training as well as giving leaders assignments to test their skills at higher levels and helping them through the process. An entire chapter is given to the coaching process.

This model can also be used to do other things for an organization. It is a good way to diagnose individuals or groups with management weaknesses and target programs to improve management performance. By integrating the concept of leadership potential with actual performance, it becomes a useful framework for succession planning.

Most Important Lessons

I got a lot of different insights into my own management situation from this book. One was the realization that I frequently function with time applications and leadership skills more appropriate to a lower pipeline passage than I currently hold. Much of this jumping down passages is necessary because of the size of my organization and the diversity of functions I supervise, but I still can use the lessons around where a functional manager should be operating to improve my own leadership style and improve the management skills of supervisors that report to me.

Second, I see many ways to incorporate the pipeline model into the overall supervision training of the Health District. The chapters on coaching and performance improvement could be institutionalized in both training and analyzing leaders to help supervisors take on the proper leadership mindset for the management level their position requires. It may also be used to identify and develop those with the potential for upward movement in the organization. Finally, this model could be one of the components used in the training program I am developing for my RIHEL project.

Leadership Secrets of Attila the Hun, Wess Roberts (Warner Books, c1987).
Report by Rich Mylott, 2008.

This book presents a series of basic leadership themes and lessons based on the life of Attila the Hun, the famed leader of the nomadic, multiracial, and multilingual conglomeration of tribes that emerged to challenge Western civilization in the 5th century A.D. The presentation uses historical facts and speculation to paint a picture of the challenges Attila faced as a leader and the skills and tactics he used to overcome those challenges. The focus is largely military, and, as result, the skills emphasized include the challenges of creating and maintaining unity within the tribe, dealing with enemies, and wielding power effectively. The author takes significant liberties in fictionalizing Attila and downplaying the sheer brutality and ruthlessness of his rule, but the chapters do provide an applied context through which leadership challenges and qualities are presented. The presentation is realistic about human nature, and, as such, the lessons offer pragmatic advice about maintaining power, authority, and legitimacy, and anticipating competition and hostility from others. While some sections seem overly simplistic and trite, the book does offer some potent distilled and pragmatic counsel for leadership.

Chapters include:
- Leadership Qualities
- You've Got to Want to Be in Charge
- Customs
- Morale and Discipline
- Cunning in the Tribes
- Paying and Receiving Deference
- Chieftains are as They Appear to Their Huns
- Picking Enemies Wisely
- Responsibility
- The Essentials of Decisiveness
- The Art of Delegation
- Rewarding Your Huns
- The Art of Negotiation
- Surviving Defeat
- Lessons Learned
- Departing with Nobility

Highlights and Lessons

One of the themes I found most thought provoking in this book is the relationship between power and leadership. The book profiles someone whose very name has become a synonym for barbaric, ignorant, and disgusting behavior, and in doing so, reveals that Attila and what he achieved with the Huns is worthy of admiration. While the book glosses over whether violence and fear were among Attila's most useful tools in maintaining power and authority, it does present a compelling case for the leadership skills and qualities he must have possessed to develop unity and identity among such a disparate set of tribes. The fact that he developed a sense of "Hunship" and molded his people to become a disciplined cultural and military force are presented as great achievements, as is Attila's ability to help the Huns adjust to changing conditions and circumstances.

The lessons are presented in the context of military power, and while this limits the applicability of the analysis to our own careers and circumstances, it does provide some realistic

themes regarding power, authority, and competition that are relevant to any organization and to effective leadership. I found myself thinking about Machiavelli, Vladimir Putin, Ghandi, Emerson, and other role models for exercising power and authority and what they mean in terms of leadership. Many of these individuals serve as extreme advocates of the "iron hand" model of exercising leadership and power, while others serve as models of a softer approach.

It struck me that while both models can be legitimate, most effective leaders in today's world must wield power with both hard and soft gloves. The legitimacy of leadership comes from the affirmation of people within the nation and the organization; otherwise, figures like Attila are no more than suppressive dictators. One basic challenge that all leaders face is the ability to maintain an organization's identity and morale while at the same time defending themselves and their authority and instilling a culture of discipline and authority. Achieving this balance is, to me, one of the more difficult aspects of leadership. And, depending on the organization—and its mission and the challenges it faces in achieving its goals—different situations require different types of leadership. Attila's leadership skills, for example, might be far less effective in a time of peace and stability.

The Mindful Leader: Ten Principles for Bringing Out the Best in Ourselves and Others, Michael Carroll (Trumpeter, c2007).
Report by Mandy McCulloch, 2008.

The Mindful Leader is a book about applying mindfulness practices (think meditation, and contemplation) in the workplace. The author describes ways to use ten key principles of mindfulness when leading organizations or groups. The principles can be applied by anyone, not just those at the top of an organization. So, as someone who is not supervising any staff directly, I still found the ideas in this book to be useful in other arenas of the workplace. Although I do not think I am ready to start each workday with a meditation session, as the book suggests, I do think I can apply some of the inspiring approaches in my day-to-day job.

The most important lesson for me: To be an effective leader, it is essential to be present in the moment.

My favorite quote: We can't say, "Hey, I think I'll be a little present but not completely because I still want to rehearse my life."

Here are some of the highlights from each of the ten principles discussed:

- *Simplicity:* Set aside distractions, get rid of white noise (all that unimportant stuff in the background), and avoid adding extra work when there is a simple solution. Find a place for the things that need to be done, and let them be simple.
- *Poise:* Take a moment to gather your thoughts and senses and reflect on how they are influenced by the world around you. Understand that life is not centered on "me." Attack life with curiosity, rather than a need to be adversarial toward its challenges.
- *Respect:* Mutual respect among colleagues is essential to a healthy work environment. It is more than just admiration or flattery; it is acknowledgement of one another's humanity. We must also remember to respect ourselves and embrace who we are because this creates authenticity.
- *Courage:* Get past the fear! If we create a work environment that is anxious, hesitant, and distressful then we kill the opportunity to grow through innovation and creative thinking (the book refers to this as "ideacide"). Instead, we need to be

courageous in our ways, let go of our need for personal security and stand up for what we believe in.

- *Confidence:* Be open to whatever comes your way, and let others express themselves by keeping an open and confident mind. Don't neglect the difficult stuff (like having to layoff someone) just because it makes you uncomfortable; be open to the experience and what can be learned from it.
- *Enthusiasm:* Take the leap! Make the commitment! It is already happening, so don't stand back and watch from the outside; instead, be present in the moment. There is no rehearsal. The joy of living is not in the predictability, but of being ready for whatever comes next and leaping into it with enthusiasm.
- *Patience:* Do not try to "rush past" the present moment to get to the next thing, all you will see is a blur. Try instead to be where you are, be who you are, and wake up to the reality of now. There will be setbacks and disappointments, but patience teaches us to not be angry or resentful when these things occur. Instead, we can deal with them as they come.
- *Awareness:* Take time to notice what is happening around you as you are working on projects, not just focusing on the project outcome itself. There are many details that contribute to the success of a project beyond technical know-how. Take the time to pause and notice these things, let there be "space" in your work to see beyond the to-do list. This will help to "get the job done intelligently," not just "get the job done."
- *Skillfulness:* This is not just ability, but how we inspire others to achieve. Instead of striving for personal "emotional victories," find ways to offer genuine appreciation, inspire others to speak their mind, or take risks and delight in their success.
- *Humility:* Recognize your invisibility. Get rid of arrogance and self-serving agendas. The book says it best: "When we are humble, no experience is beneath us, no colleague is unworthy, no moment does not merit our full attention."

Mountains Beyond Mountains, Tracy Kidder (Random House, 2003).
Report by Jane McKinley, 2008.

Mountains Beyond Mountains is a book about Paul Farmer, a physician who has developed a reputation for transforming medical practices worldwide. Author Tracy Kidder describes Paul's growth from a young man who is eager to learn and make a difference to the man who today influences world health practices. Kidder follows Paul's travels from the U.S. to Haiti as well as those to Peru, Cuba, and Russia. We learn about Paul's motivations, his training, his caring, and his patience. Most importantly, we witness Paul's successful applications of unconventional approaches to solve supposedly impossible problems. Time and time again, Paul observes that traditional approaches to medical problems are not working. Instead of acquiescing to the status quo, he embraces the challenge to test the theories behind the treatments, and the theories behind the failures of the treatments. With this theoretical viewpoint in mind, he takes the time to connect with individuals who are ill and listens to their descriptions of what will help. Throughout his work, Farmer refuses to attribute failures to patient non-compliance. Instead of being intimidated by the size of problems he encounters, he designs his interventions to address the breadth of patient needs. When people with tuberculosis in Haiti were assumed to be non-

compliant with their medication, Farmer walked through the mountains to meet with patients and their families to learn about their understanding of their treatment regimens. He learned that not only did patients understand and follow their drug regimens; they did so without food and sufficient water. As a result, Farmer trained members of communities in Haiti to become community health workers. Instead of simply ensuring that the sick had access to medication, as occurs in traditional approaches, these workers routinely visited the remote mountain homes of patients and ensured they had access to food and water as well as their medicine.

Farmer understands the "interaction of politics, wealth, social systems and disease," and uses that understanding to fuel his solutions. Word of his success and the passion that he embodies continues to draw others to his work. Today, Partners in Health, the charity that funds Paul's work, has been ranked as one of the top three charities for saving lives in a reliable and cost-effective manner by givewell.net.

This book was inspirational to me for many reasons. Farmer exemplifies my hope that where there is passion and direct connection with those who need assistance, solutions can come. Paul Farmer demonstrates each of the leadership principles outlined in our textbook, inspiring a shared vision, modeling the way, enabling others to act, challenging the process, and encouraging the heart. Through his leadership, care to the poor of our world has been vastly improved. I intend to apply the knowledge I gained from this book in my own work. I hope to use Farmer as a personal inspirational model whose successes and challenges I can reflect upon during my own difficulties. His unconventional approaches resonated with me because I also seek to solve problems through non-traditional paths. I would recommend this book to anyone, both within and outside of the health care arena; Farmer's example encourages thinking outside of the box and proves that one person can make a large difference.

The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't, Robert I. Sutton, PhD (Warner Business Books, c2007).
Report by Nicole Grisham, 2008.

I found this book to be intriguing and beneficial in so many ways. Truthfully, the title was not what drew me in; it was the caption underneath that states, "Building a civilized workplace and surviving one that isn't." I believe that sometime in life everyone encounters a workplace, association, social group, etc. where there exists an asshole. Everyone can benefit from the concepts contained in this book, even if one is not currently exposed to an asshole situation. The concepts can be applied to everyday situations, not just one's workplace.

I read the first few pages of several books to help me choose the one for my report. The introduction of *The No Asshole Rule* immediately grabbed my attention because the author simply states his opinions in a quite blank manner without the "fluff" as I call it. Fluff is all of that extra language that says the same thing over and over or just dresses up what could be stated simply. Sutton keeps it real by effectively telling real life situations to reinforce the concept he is expressing. Many of his concepts reinforce the importance of effective communication and teamwork, both of which I am passionate about.

The No Asshole Rule is a very interesting read and I like that at the end of the book the author wraps up by giving guidance on how to implement the no asshole rule as a way of life. I have pulled out some highlights and important lessons which are listed below.

Highlights

- "The Dirty Dozen" (10) lists the common everyday actions that assholes use. This list includes but is not limited to: personal insults, uninvited physical contact, sarcastic jokes, teasing, status slaps, rude interruptions, two-faced attacks, dirty looks, ignoring people, threats, etc.
- The findings on scholarly research in the area of incivility in the workplace on page 20 provide statistics that show how devastating assholes can be in the workplace. The information shows that the accumulated affects of small demeaning acts by assholes not only affect the target but also the coworkers, family members, and friends that either see or hear about the incidents.
- "What's Your TCA" (49) lists the factors to consider when calculating the Total Cost of Assholes to your organization. This list breaks the factors into five main categories: damage to victims and witnesses, woes of certified assholes, wicked consequences for management, legal and human resource management costs, and, last but not least, when assholes reign: negative effects on organizations.
- "The Top Ten Steps" (89) lists the steps to enforcing the no asshole rule. They are:
    - Say the rule, write it down, and act on it.
    - Assholes will hire other assholes.
    - Get rid of assholes fast.
    - Treat certified assholes as incompetent employees.
    - Power breeds nastiness.
    - Embrace the power-performance paradox.
    - Manage moments, not just practices, policies, and systems.
    - Model and teach constructive confrontation.
    - Adopt the one asshole rule.
    - The bottom line: link big policies to small decencies.
- "Self-Test: Are You A Certified Asshole?" (24) focuses on the signs that your inner jerk is rearing its ugly head. The test assesses three concepts: your gut reactions to people, how you treat other people, and how people react to you. While Sutton admits he created this test based on his professional opinion and that it is not scientifically validated, I still found it a useful tool in increasing one's own awareness of when one is heading towards assholeville.
- "Do You Want To Be An Effective Asshole?" (170) recaps the key lessons of Chapter 6, "The Virtues of Assholes." While Sutton prefaces the chapter with his discontent for assholes, he also states that "although assholes do far more harm than good, the next chapter shows that there is an upside to acting like an asshole." The key lessons listed are:
    - Expressing anger, even nastiness, can be an effective method for grabbing and keeping power.
    - Nastiness and intimidation are especially effective for vanquishing competitors.
    - If you demean your people to motivate them, alternate it with (at least occasional) encouragement and praise.
    - Create a "toxic tandem."
    - Being all asshole, all the time, won't work.

- I really like "Why Assholes Fool Themselves" (176), which asks the question, "Are you suffering from delusions of effectiveness?" This list addresses what I believe to be common among assholes is that they just don't realize they are assholes, particularly when they perceive themselves as successful!

Most Important Lessons

I found that much of the information is not necessarily revolutionary but, rather, everyday common sense concepts that seem to get away from us occasionally. What I gained from the book was some new perspective on who the true assholes are, why they are significant, and ways to enhance my leadership by implementing the concepts into those asshole encounters. I have listed a few quotes and concepts that I feel will enhance my skills as a leader:

- There is a difference between isolated incidents and certified assholes.
- Assholes cause damage by permeating negativity throughout the organization.
- Assholes contribute to accelerated rates of turnover.
- "Negative interactions had a five-fold stronger effect on mood than positive interactions."
- "Recruiters tend to hire someone most like themselves."
- "A few demeaning creeps can overwhelm the warm feelings generated by hoards of civilized people."
- "Talking about the rule is nice, but following up on it is what really matters."
- "The rule lives or dies in the little moments."
- When people move up in power, they typically start talking more and listening less.
- "Limit your exposure," and "develop indifference and emotional detachment."
- "The best predictor of future behavior is past behavior." One must face one's past.
- "Build pockets of safety, support and sanity."

The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't, Robert I. Sutton, PhD (Warner Business Books, c2007).
Report by Cheryl Pegues, 2008.

I have to admit that the reason I chose the book is because I was intrigued by the title. It rang familiar and reminded me of my former employer. There are so many people who, in my opinion, I could have easily identified as assholes; yet, I was concerned about whether or not I was being fair in my assessment of them and wondering still if I was guilty of the same behavior. Since changing jobs and careers, I want to be careful not to transition any bad behaviors that I may have had into this new job/career. I don't want to be the token asshole.

Dr. Sutton's no-nonsense approach shows how to keep jerks (assholes) out of the workplace, reform the ones that you can't get rid of, get rid of the assholes that don't change, and, finally, limit the damage and havoc that they can wreak.

The first step in the process is asshole analysis—defining what assholes are and how to identify a temporary asshole from a certified asshole. (I wasn't aware that there was more than one kind.) The interesting thing about assholes is that everybody has an asshole in their life but nobody has to be one. So, for those for whom the shoe fits, this book offers first hand advice and tools that can be used to effectively deal with that category of jerks, more fondly referred to as assholes. The author uses the term asshole to more correctly label individuals typically referred

to as bullies, creeps, jerks, weasels, suck-ups, mean-spirited, etc., who are notorious for damaging others (psychologically, emotionally, physically) in the workplace and who undermine organizational performance. Typically, assholes leave their "targets" feeling oppressed, humiliated, de-energized or belittled, and feeling worse about themselves after having an encounter with them. Also, assholes usually aim for people who are less powerful rather than more powerful than themselves. I liked the fact that the author documents a number of real life examples of assholes and their behavior. Even more interesting is the fact that assholes don't just negatively impact others but can ruin their own careers and reputations as well.

The next steps in the process are to understand and implement "the rule" and take steps to keep from becoming one (controlling your inner jerk). When assholes are allowed to run rampant and unchecked, the damage that they cause can be detrimental and devastating not only to the employees but to the organization's performance. Dr. Sutton provides a tool to measure the "total cost of assholes" in an organization. While it may be difficult to weed out all of the assholes in an organization, it is important that organizations determine the cost of having these assholes to the detriment of everyone else. Assholes in the workplace can be a necessary evil—typically serving as examples to others of how not to behave. They certainly have their place and should be kept there either until they change their behavior or leave the organization altogether. The rule is simple: organizations need to declare their position with regards to assholes and then follow through. It is not enough for an organization just to say that assholes will not be tolerated, but they need to enforce what they say by what they do. As Dr. Sutton states "the no asshole rule is meaningless unless you treat the person right in front of you, right now, in the right way." One of the tools that the author has provided is a list of the Top Ten Steps for enforcing the No Asshole Rule.

It is one thing to read about assholes and study their behavior and methods to address and deter their behavior, and it's another thing to actually be an asshole. We may all be guilty of acting like an asshole occasionally. The danger is when the asshole behavior becomes the norm for us rather than the exception. No one plans to be an asshole; however, we must carefully examine the work environment that we are in or entering into so that we don't catch "asshole poisoning." The key is to either walk away or stay away from asshole infested situations as much as possible. The key here is to avoid acting like or becoming a known asshole; know thyself. The author provides a self-test to determine if you are a certified asshole.

He further offers some survival tips for those who find themselves knee-deep in assholes. For example, develop indifference and emotional detachment; look for small wins; limit your exposure and hope for the best and expect the worst.

There's even a discussion on the upside of being an asshole. One of the reasons assholes act the way they do is because we let them. Some of the reasons assholes engage in nastiness are: 1) to gain personal power and stature, 2) to intimidate and vanquish rivals, 3) to motivate fear-driven performance and perfectionism. The author even included a tool on how to be an effective asshole! Actually, it adds balance to the issue. Finally, he concludes with how to implement the no asshole rule as a way of life. The saying that one monkey doesn't stop the show is true unless, of course, the monkey is an asshole. Then you run the risk of bringing the entire production to a screeching halt. Working in a civilized workplace has its benefits: people are more productive, more creative, the business tends to thrive, there are fewer reported cases of employee absenteeism, and the list goes on. However, it only takes a few assholes to overwhelm the civility of that climate. It's one thing to have a no asshole rule. It's another to enforce it, starting with the people in front of you. Keep a few assholes around as examples of how not to behave.

Certainly, avoid putting them in positions of power and influence so as to clone themselves and their behavior. Everyone is responsible for enforcing the rule. When you understand assholes and the potential they have for wreaking havoc in the organization and in the lives of those they work with, you will realize the need to resist joining their ranks, no matter how good the job or pay is. It may very well not be worth the risk.

I have been enlightened to some aspects of leadership that I was not previously aware of. As a leader, one of my goals is to be able to create/contribute to a positive and civil work environment. As a result of reading this book, I believe that I am more prepared to not only identify assholes but also to take action and enforce the no asshole rule as a way of life, both personally and professionally. Just because we have assholes doesn't mean we have to live like one.

The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't, Robert I. Sutton, PhD (Warner Business Books, c2007).
Report by Sheryl Roub, 2008.

The title of this book hooked me like a fish. The book outlines the reasonableness of working by the Golden Rule, why those who don't often fail, and how in a very limited fashion, the asshole techniques can be effective. The ugly side of reading this book was the reminder of the times I WAS the asshole, and that can be a painful reminder. In a conversation with my mother when I was six years old, I made fun of a classmate's clothing. When she said "Did you ever think maybe that is all she has?" I was ashamed. And it was a lesson that has stayed with me. As in explained in the book *Blink*, in a moment, a flash, you know you are doing something wrong and you feel bad physically and emotionally.

After reading "The Dirty Dozen: Common Everyday Actions That Assholes Use," I could easily identify those individuals in my life who meet these criteria (although I think most of us know who they are without the list). However, the theory that there is a designation of "temporary asshole" was new to me. I often thought being a real asshole was an accident of birth, and something one couldn't change.

The wear and tear on the spirit of the workplace was theme throughout the book. Assholes can destroy the morale, but the author provided tools to quantify the cost of continuing to employ assholes. You can assign a dollar value to it, and one company went so far as to deduct the TCA (Total Cost of Assholes) from a top performing employee's bonus. Often we see assholes promoted and rewarded which is damaging to the well being and job satisfaction of others.

I was impressed with Google's "Don't be evil" motto, and the willingness of both Google and Southwest Airlines to embed the zero asshole tolerance belief into their employment practices. The Top Ten Steps: Enforcing the No Asshole Rule, provides guidance to ensure you "walk the talk" and include old favorites such as "assholes will hire other assholes" or, said another way, like promotes like. Another key element is to "model and teach constructive confrontation," which is the go ahead to learn to "fight as if you are right; listen as if you are wrong." Most of us, especially women, have never been taught how to fight.

"How to Stop Your Inner Jerk from Getting Out" turns a mirror to yourself to ensure you don't catch the asshole germ from those around you. Bad behavior seems to spread like wildfire, while good behavior has to be nourished every day. If you are brave enough, the author provides a "Certified Asshole" test for self-evaluation as well as evaluations from co-workers.

Satan's Cesspool Strategy is a coping tool that I will try. Satan's Cesspool is a stretch of whitewater on the American River in California. The strategy is to trust your life vest, don't fight it, float with your feet in front of you, and use your legs to push off from the rocks in front of you. This is a pretty good coping strategy for those unable to better their current asshole to good guy ratio.

Reducing the power distance can be achieved by using self-directed work teams to level the playing field. All team members have ideas and suggestions to contribute, and teams can work with all workers—they can develop plans and strategies for takeovers, better patient care, staff scheduling to achieve 24/7 coverage, or plans and strategies for cutting the grass.

Finally, implementing the no asshole rule as a way of life is a process of gentle reduction, and success is achieved by taking many small steps. More dramatic, large steps can attract attention and encourage the asshole to focus his efforts on you. The no asshole rule can be applied in both your business and personal life. You must be at peace with yourself so you can treat others with respect and affection. Isn't this the Golden Rule? And wouldn't that be a peaceful way to live?

One Small Step Can Change Your Life: The Kaizen Way, Robert Maurer (Workman, c2004). Report by Dena Wojtach, 2008.

"A journey of a thousand miles must begin with the first step." Lao Tzu

Kaizen is the Japanese concept of using small steps to achieve continual improvement (or change). Change is intrinsic to leadership. Any leader must be able to know how to effectively deal with and even initiate change in themselves and others. As such, this book sets out six actions to implement *kaizen*:
- Asking small (positive) questions
- Thinking small thoughts
- Taking small actions
- Solving small problems
- Bestowing small rewards
- Identifying (and recognizing) small movements

Americans tend to think of change as bold, decisive, and radical reform. However, this thinking initiates fear (fight or flight response) within us, which is counterintuitive to any change, let alone enduring change. *Kaizen's* goal is to change without fear and without failure. *Kaizen* makes sure that every distinct task is easy, manageable, achievable, and, thus, designed to build momentum towards further change. Activities are repeated until they become easy, pleasant, and ultimately second nature. If they do not, the activity should be downsized such that the activity does become easy. Remember lasting changes, especially behavioral changes, require time, successful achievements, and encouragement.

Ask small questions. The brain loves questions, and if presented with a question repeatedly over time, will become more creative. Carefully narrow large concepts and ideas for change down into small, discrete questions. Large, open-ended questions invite numerous and potentially overwhelming answers. Also make sure the questions are positive and constructive (i.e., avoid asking Why am I so fat?) and make sure to use the same tone as with a friend.

Think small thoughts. Use small thoughts to develop new skills. Use your imagination to identify potential tasks and associated strategies. Start with one task and eventually run through the entire scenario mentally. Use all of your senses to fully envision the tasks to prepare yourself. Run through both positive and negative responses to the scenario. Repeat this activity over time. This "mind sculpture" helps to change brain chemistry and creates complex verbal and motor skills to better equip an individual for the actual activity.

Take small actions. Once the scenario has been fully imagined, the next step is to pare out small actions or tasks associated with the scenario and try to carry them out. Small actions take little time and money and are agreeable—they don't require significant will power. The best shot at continual improvement is to take care that your first step is a small one. Build on the associated joy of accomplishing a task, by repeating over time until comfortable and then selecting the next appropriate step.

Solve small problems. Small problems invite larger ones. Smaller problems are easier, less time consuming, and less stress-ridden than larger problems. Look for the smaller problems and deal with them when detected to avoid dealing with the ensuing larger problems later.

Bestow small rewards. Most people want to do a good job. Small rewards are the perfect encouragement—inexpensive, convenient, and stimulate internal motivation. Because small rewards are just that, small, it is easier to give them more often as positive reinforcement. Smaller rewards show gratitude while preserving the natural sense of pleasure in a job well done. Rewards should be appropriate for the goal and person, and free or inexpensive.

Identify small movements. Change is hard. Acknowledging progress towards change is essential. Avoid focusing on the future or on the past; instead focus on the small successes each day. This activity continues to provide positive reinforcement, and through repetition, helps promote a culture of change that is not scary but optimistic.

Our Iceberg is Melting: Changing and Succeeding Under Any Conditions, John Kotter and Holger Rathgeber (St. Martins Press, 2006, c2005).
Report by Chana Goussetis, 2008.

Leadership Approach Description
        An eight-step pattern for highly successful change efforts:
- Create a sense of urgency to deal with a difficult problem
- Put a carefully selected group in charge of guiding change
- Find a sensible vision of a better future
- Communicate that vision so others understand and accept it
- Remove as many obstacles to action as possible
- Create a short-term win (a quick success)
- Don't let up (or become complacent)
- Ensure that changes are not overcome by hard-to-die traditions

- People are less likely to change themselves and others based on data and analysis than on compelling experiences. Feelings trump thinking—just in behavior change communication.
- Everyone plays a crucial role—but this is rarely recognized—thus, poor decisions are made.

- We learn from memorable stories and illustrations.
- Diffuses emotion with humor and sense of commonality of experience (low-threat tool).
- A digestible format helps you to see your role in organizational change by identifying with a character.
- Show that progress requires the participation of a team (everyone must participate and know their role).

Leadership Approach Analysis
- Strengths
  - A simple step-by-step approach
  - Underscores how common sense is involved and how predictable some of the steps are
- Weaknesses
  - A little over-simplified
  - Didn't offer much in terms of skill building regarding how to deal with the issues that arise in each of the steps

Other Observations
- Relationships, patience, and communication should never be underestimated
- Change is emotional

The Power of One, Bryce Courtenay (Random House, 1989).
Report by Murielle Romine, 2008.

The Power of One is a fictional account of an English-speaking boy, Peekay, who is growing up in South Africa in the early 1900s, and chronicles his life experiences from 1939 to 1951. This novel weaves a factual background, WWII and the official beginning of the Apartheid–era in South Africa, with the fictional foreground—Peekay's story and his growth into manhood. The themes of leadership are not obvious in this story. The reader gets to see how an insecure and abused boy grows up as a symbol of hope and leadership for an entire race of people during a time of complete chaos.

Highlights

After Peekay's mother had a nervous breakdown, Peekay is sent away to an Afrikaans boarding school, where he is brutally tortured and mistreated for being the youngest and only English speaker in his class. Historically, during the early 1900s, there was an enormous amount of conflict between the wealthy British South Africans and the Afrikaan farmers. Afrikaans had experienced segregation and brutal injustices at the hands of the British South Africans for years before these atrocities were given the title Apartheid (a term coined in 1948). Over the course of 3 short years, between 1899 and 1902 in South Africa, 40,000 to 50,000 Afrikaan farmers and tribesman died in the worlds first concentration camps. All these historical realities fueled tensions between Peekay and his classmates and prevented him from ever being accepted, thus causing him to retreat inward and discover the independent spirit he refers to as "The Power of One."

Peekay spends one year at the boarding school, enduring all the punishments of one student called The Judge and learning all he can before he is shipped away to live with his Grandpa in a far off province in South Africa. On the train to Barberton, Peekay meets a boxing champion named Hoppie Groenewald. Hoppie shows Peekay his boxing gloves, and invites the boy to watch him box his arch rival. At this point in the novel, Peekay develops a love of boxing, which becomes a major theme of the story. There was a great conversation between these two characters where Hoppie gives Peekay the piece of advice: "First with the head, then with the heart."

In the hills behind his new house, Peekay meets an old German music professor who introduces himself as Doc and explains that he collects cacti. Doc and Peekay become fast friends. When Doc is taken to prison for failing to register as a foreign alien, Peekay visits him for music lessons. The prison has a boxing squad where Peekay begins lessons under Geel Piet, another influential character in Peekay's development. Peekay quickly develops into an outstanding boxer. Peekay has great compassion for the black prisoners, and works out a black market scheme with Geel Piet and Doc for tobacco and letters. Peekay becomes a legend among black South Africans, who believe he is a chief and call him the "Tadpole Angel." World War II ends and Doc is set free.

Book Two of the novel describes Peekay's experiences as a young man at the Prince of Wales school. He quickly partners up with the son of a Jewish multimillionaire named Morrie. Peekay and Morrie become best friends and Morrie becomes Peekay's boxing manager. Soon the two boys have a successful gambling business set up, as well as all kinds of other projects. The extra cash allows Peekay to begin boxing lessons with South Africa's top coach. Peekay learns to become the kind of young man who excels at boxing, rugby, and academics. Tragically, when Peekay seems to be at the top of his game, he soon finds himself having to face Doc's death towards the end of his school career. Peekay describes his and Doc's love for one another as "so fierce that it burned like a flame inside of us." Doc taught Peekay confidence, a love of music, a love of learning, a love of Africa, and how to conquer his fears.

Peekay's traumatic childhood allows his character to blossom into a hero, an almost-perfect character despite the fact that his childhood haunts him and leaves him with feelings of insecurity and vulnerability.

Lessons Learned
- Individuals can emerge as leaders in the most tragic of circumstances.
  - Many times, our personal and/or working environments are not conducive to success and at the same time it is these adverse conditions that provide many characters with the strength to be a great leader.
- The concept of "First with the head, then with the heart."
  - Effective leaders model behaviors to seek out information and resources to provide the framework for decisions, and then once all the facts have been gathered, compassion must be used to effectively act as a leader.
  - Education, compassion, and passion allow one to emerge as a leader.
- Leaders are not clearly defined, perfect people; they just know how to manage their personal challenges.
  - This was a significant theme throughout the book. Peekay held great strength and effectiveness in the boxing ring as the "Tadpole Angel" (a

symbol of hope) yet still carried great insecurity and personal challenge as seen through his desire to avenge the beatings at the hand of The Judge.

Reposition Yourself: Living Life Without Limits, T.D. Jakes (Atria books, 2007). Report by Rosalyn Reese, 2008.

This book encourages the reader to examine their life and make the necessary changes to reposition themselves personally and professionally. The author, Bishop T.D. Jakes, shares several scriptures and analogies to making positive life changes. Bishop Jakes is the pastor of The Potter's House in Dallas, Texas, which has 30,000 members. CNN and *Time* magazine referred to T.D. Jakes as America's Best Preacher. In the book, he addresses spirituality, affliction, fear, loss, finances, relationships, and change. One of several stories that hit home was Jakes's personal story as a truck driver and staying focused on the road ahead.

Reading this book reminded me of my personal testimony after surviving an auto accident last year. On April 9, 2007 at 9:00 p.m., I was driving alone northbound on I-225, a young and impatient drunk driver literally changed lanes and started driving 60 mph on the shoulder of the highway. The young woman decided to get back into traffic at a high rate of speed. She over corrected and before I could see her coming, she T-boned me and I immediately lost control of my vehicle. Fortunately, no other car hit me. I was scared to death. The impact was so hard that my vehicle was forced two lanes over hitting the wall and spinning the opposite way facing oncoming traffic. My car was totaled and the drunk driver was alright. I am so thankful the situation did not turn out any worst than it did. No one else was hurt and my injuries are manageable. Many have been paralyzed or lost their lives for less. God saved me from destruction and gave me another chance to reposition my life and live without limits.

The book encourages one to keep their eyes on the road ahead, make sure your mirror is set so that you can see the past without allowing it to distract you from the present. Another great nugget is to learn to interpret the road signs and patterns of traffic while responding to your own course and destination and not someone else's.

Actively repositioning myself to change lanes, shift gears, and honking my horn to set the stage for the next phase of my life.

Although life has many challenges, the author encourages the reader not to be a victim or procrastinator; however, to be a "make it happen person" it is important not to allow fear to control your life. I related to that statement because it took several weeks before I was confident enough to drive on the Interstate again. I have learned that fear is really **f**alse **e**vidence **a**ppearing **r**eal. My afflictions should not prevent me from persevering.

Planning for change is inevitable and practical. It is the key to throwing off the limits of past failures and allows me the opportunity to reposition myself into a sweet spot of success.

A lesson learned is that it takes a combination of failures, faith, works, success, struggles, and fortitude to produce that kind of success that produces a legacy to be passed on. I recommend this book to anyone seeking balance in life.

The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance, James A. Autry (Three Rivers Press, c2001).
Report by Kerry Sparks, 2008.

This book is about how "to be" not what you have "to do" when leading an organization. It is based on being a leader who serves rather than one who expects to be served. Mr. Autry proposes that the command/control hierarchal management style, which is the norm, does not create a productive working environment. Instead, he suggests that what has been missing in organizations is a deeper connection with our work, a connection that transcends position and power and money, a connection that earlier generations had but that we seem not to have. He calls this connection the Spirit of Work (4).

Mr. Autry suggests that to establish a spirit of work there are "Five Ways of Being." The five ways must be a conscious choice about how you choose to be with the people you work with and lead. The ways of being are:

- Be authentic. To be authentic is to be who you are in all situations while holding true to your values. Being authentic is to know and be your self when leading others.
- Be vulnerable. Being vulnerable means being honest with your feelings in the context of your work, being open with your doubts and fears and concerns about an idea, an employee's performance, or your own performance, and being able to admit mistakes openly, particularly with your employees (15).
- Be accepting. Be accepting of ideas as valid for discussion and review, focus on the idea themselves and support an environment where disagreement can happen without winners or losers.
- Be present. Be present for staff and remain centered and grounded in the midst of whatever perceived crisis is at the moment.
- Be useful. Most important, Mr. Autry states, is that being a leader is to be in service to people who are doing the job. In this way of being, a leader becomes a servant, which assures that people get the resources they need to do their job.

The rest of the book is based on the way of being on a daily basis and deals with such issues as values, purpose and mission of a company, hiring staff that has the same philosophy as the philosophy of servant leadership, job descriptions, performance standards, and coping with the high-tech workplace. What I gained most from this book is that Mr. Autry believes all of this can be done in a spirit of work as a leader that is not about controlling people but caring for people and being a useful resource for people. Leadership is about being present for people and building a community at work, bringing your spirit to work, and being your best and most authentic self. A leader should be concerned about creating a place in which people can do good work and find meaning in their work. Leadership is about caring; it is a way of being.

Sex Wars, Margee Piercy (William Morrow, c2005).
Report by Jane Francis, 2008.

Susan B. Anthony and Elizabeth Cady Stanton fought together all their lives for the right of women to vote. They also fought for the right of women to divorce, for the right of women to own property, for the right of women and children to be safe from abuse, and for the right of women to control their own bodies and sexuality (abortion, free love). I was interested to learn

that when their efforts failed, they spirited women away from the east coast and took them to Wyoming where women already had many of these rights, such as the right to divorce, own property, and to vote. Thus, Wyoming is still called the equality state today.

Anthony and Stanton published a periodical called *The Revolution*. Money to continue its publication was always an issue. Funding is a crucial element to leading any cause.

Anthony and Stanton were ardent abolitionists and believed that when African Americans got the vote, the vote would be extended to women at the same time. They thought the fight was one fight and were bitterly disappointed and felt betrayed by the African American leaders who, once they had the vote for black men, backed down on pressing for the vote for women. In the face of disappointment and betrayal, instead of giving up, Anthony and Stanton redoubled their efforts. Persistence is a crucial element to leading.

Besides national causes, Anthony and Stanton took up the cause of injustice towards individuals. A young woman, a servant girl, was impregnated by the master of the house. She was discharged from service and left to give birth on the street. She gave birth in a freezing warehouse and the baby died. The authorities decided to try her for murder.

Anthony and Stanton publicized the girl's plight, which outraged the citizenry. They staked out the governor, standing in front of his carriage so he couldn't attend his functions and shouted for him to pardon the girl. He did, eventually, and this benefited the cause by getting the heinous treatment of poor women out in the open. Vivid public relations can help any cause. Small, individual, day-to-day injustices (the small pictures) are powerful and just as important to work on as the big picture. And again, persistence is key.

Persistence is ultimately irresistible. Although Anthony and Stanton both died before women got the vote, they inspired many generations through their vision, rhetoric, persistence, and commitment. Women got the vote probably largely due to the efforts of Anthony and Stanton even though they didn't live to see this happen. They did live to see it happen in several western states which made women getting the vote nation-wide seem ultimately inevitable. Vision and commitment, as we have seen in some of our other materials, are crucial.

The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations, Ori Brafman and Rod A. Beckstrom (Portfolio, 2006).
Report by Deanna Herbert, 2008.

"Whether we're looking at a Fortune 500 company, an army, or a community, our natural reaction is to ask, 'Who's in charge?' This book is about what happens when there's no one in charge."

I chose this book because my organization lacks strong leadership. After coming to terms with the futility in complaining about it, this book seemed to present itself as a tool in capitalizing on it. The old "if you can't beat 'em, join 'em," strategy. This book takes a look at how companies can and do succeed in the absence of structure, leadership, and formal organization.

The Starfish and the Spider first establishes a difference between centralized and decentralized systems. The centralized organizations, or the Spiders, are those companies or governmental agencies that have a clear leader who's in charge, a natural hierarchy. If you were to chop off its head, or more to the point take away the CEO, it dies, or at least suffers immeasurably until a new CEO is named. A decentralized organization, the Starfish, has no clear

leader, no hierarchy, and no headquarters. If you chop off one of its arms, most will grow another—think Alcoholics Anonymous, eBay, Wikipedia.

A decentralized organization stands on five legs and when they're all working together, that's when success happens.

- *Circles:* Circles make up the membership in these organizations. For Alcoholics Anonymous, it's the numerous chapters around the world. The circles can be physical locations or virtual, like the communities on Craigslist. Circles don't have a hierarchy or structure, so one of the downfalls is that no one really has the power to enforce rules. Instead, the circles depend on norms or a common ideology or even respect. After working together for a time, that respect leads to trust.
- *The Catalyst:* In a decentralized organization the catalyst is a person who initiates a circle and then fades away into the background. In letting go of the leadership role, the catalyst transfers ownership and responsibility to the circle. The catalyst isn't interested in accolades for having a good idea and doesn't need sole ownership of a completed project. This is just the person that can see what needs to be done; they empower people and then get out of the way.
- *Ideology:* This is the glue that holds decentralized organizations together. It's a common belief, or a common motivation. Values are a stronger binding force than authority.
- *The Pre-existing Network:* A network of people with a common culture, business relationship, or community. These are the people that you work with. Almost every decentralized organization that made it big was launched from a pre-existing network. The founder of AA drew upon the Oxford Group; you can draw upon your existing coworkers.
- *The Champion:* This person is relentless in promoting a new idea. While a catalyst might initiate an idea, the champion is the one that is passionate about it and often becomes the face of the movement or issue.

The book goes through the pros and cons of both centralized and decentralized organizations before resting its case that the secret is finding the "Sweet Spot" by striking a balance between the two. Whether it's a centralized company that decentralizes the customer experience like eBay does, or a centralized company that decentralizes internal parts of the business like General Electric, the key is in finding what works for your organization.

While I don't think that my particular organization could succeed as a completely decentralized agency, I do think some of the philosophy behind this process gave me ideas about how to establish and foster leadership with my peers and it gave me new insight as to how leadership can look and work. Some of the good things that really stuck with me about decentralized organizations are below:

- An open or decentralized system doesn't have central intelligence; the intelligence is spread throughout the system. It's not that open systems necessarily make better decisions, it's just that they're able to respond more quickly because each member has access to knowledge and the ability to make direct use of it.
- You follow someone because you respect their skills and you like the results you get, not because the boss told you to.

- Put someone in an open system and they'll automatically want to contribute. Wikipedia is a great example of this. People want to contribute and those contributions are pretty accurate. The open system has created its own sense of ownership for the Wiki community and because of that sense of community people are very mindful about the quality of work they put into it.
- Because decentralized organizations don't draw upon command and control to motivate people, it needs a strong and ongoing ideology to keep them going. Again, values are a stronger binding force than authority.
- In a command and control environment, you can closely track what everyone is doing but being watched and monitored makes employees less likely to take risks and innovate.

Stir It Up: Lessons in Community Organizing and Advocacy, Rinku Sen (Jossey-Bass Publishers, c2003).
Report by Juana Rosa Cavero, 2008.

Over the last year we have been bombarded with presidential candidates who have been proclaiming across the country that they are the agents of change. We hear stump speeches, slogans, and perfectly crafted sound bytes that almost convince us that some deep, virtually divine change is going to occur. But do we really know what change is?

Stir It Up has served to enlighten my definition of leadership and social change. Through interviews, observations, and reflections of leaders in distinct organizations, unions, co-ops, and myriad of other formal and non-formal structures, Rinku Sen took a critical look at what it takes to truly make change. What she found was deeper than just creating a tax-exempt organization or a political affiliation. Ultimately, it was communities that organized themselves around solutions and transformed assumptions that became powerful agents of change. Like many organizers before her, to Sen, change is when people form movements that shift paradigms, which then promulgate throughout their communities and ripple into other communities who hear the message. Sen also points out that leaders have characteristics far beyond just vision—their practical skills as organizers support the movement.

As Sen states, "Organizing is essentially the process of creating politically active constituencies out of people with problems by focusing on their strengths and the solutions embedded in their experiences." Organizing is not about making change for others, it is about people making change for themselves.

This definition implies that an appreciation for and an analysis of racism, sexism, and poverty be incorporated into how we organize. These factors have traditionally excluded people from formalized organizing efforts, which essentially create within communities of color, poor communities, women, women of color, and other disenfranchised persons organic organizing structures and leaders. The AFL-CIO, for example, "revealed a lack of interest in immigrant and low-wage workers until the mid 1980s" (pg. vii). This exclusion led to the Service Employees International Union (SEIU) and the Hotel and Restaurant Employees Internal Union (HREIU), which were predominantly composed of low-wage workers and immigrants. However, the best examples of successful movements created from a traditionally exclusionary system are the leadership and structure of the United Farm Workers Union (UFW); the Association of Community Organization for Reform Now (ACORN), which merged civil rights and welfare rights, putting a face to poverty that went beyond color; and the 9to5 National Association of

Working Women, which transformed traditional all male unions to incorporate the assets of working women in and out the workplace.

Sen puts together her chapters by detailing the different components necessary for effective organizations that build power. Then she demonstrates how that element has worked in one of the fourteen organizations she spotlights. She explains how important it is to not be confined into an illusion of progress that does not incorporate the complex reality of our society. Sen spends considerable time discussing how the new conservative infrastructure has influenced media, corporate conglomerates, religious expressions, and policy campaigns, such as English-only, affirmative actions, welfare, multi-cultural education, immigration, union busting, abortions, sexuality, and crime (5).

Sen warns that disenfranchised communities cannot hide behind an elitist stereotype in order to not engage in analysis and political education (21). Although it is frustrating that incarceration is high among African Americans and poverty is high among immigrants, she states these are "obstacles that need to be dealt with; they are not excuses for avoiding a larger analysis." The analytical and theoretical language must be understood and manipulated to convey a message. Here Sen reiterates her point of using the strengths of a community—those who have spent their lives relating to prisons are usually glad to have a phrase like prison-industrial complex to describe the reason for their experiences. Having to explain what we mean by certain words provides opportunities to engage rather than a reason to run (21).

As leaders emerge, they must be equipped with both a vision for achieving change within their communities and the practical skills to make change happen. Leaders need to understand how to structure the organization in a way that is relevant to the structure of that community. From the decision-making processes of collectives, that are rigidly horizontal, to hierarchies, that are rigidly vertical, a leader must balance the cultural needs with the immediate needs of moving forward. Depending on the solutions that the organization is seeking, a union structure might be valid or a 501(c)(3) would be more appropriate. However, if policy is the objective then a 501(c)(4), and in that case, a membership organization would be better than a coalition. The type of membership will then influence the outreach strategies from street outreach, presentations, and door knocking or house meetings. These are the practical decisions that are influenced by the political realties of our society.

My definition of change has evolved (for now) so that I can see the assets within a community that will lead to the solutions to the problems. I want to frame the problems not as deficiencies but as opportunities to organize towards solutions. Ultimately, solutions to problems bring change. As a leader, I took from this book three goals that I want to incorporate into how I organize:

- Increase the capacity of organizations to enlist those affected by the issues or problem. Fundraise amongst the community, so the community will dictate the objectives of the organization, not the foundations. Dominate the media channels with messages that change American (and global) norms. Research the problem to create both "factual and moral ammunition" (20).
- Frame the issue on the basis of large-scale ideas and values. There is an immense diversity within communities that make a "problem" difficult to identify. "Just because people share with me a particular experience does not mean that they assign the same meaning to that experience as I do" (20). For example, global warming affects urban gas prices as well as rural farmers.

- Support emerging movements. Again, change is a shift. Everything must shift, not just my community. We need to support others in their struggles and build off each other's power. This also means that organizations must be ready to move at any point, which requires good management. Change is too complex to do alone. The more organizations that people can belong to that are action-based, the easier it is to get to the solutions.

Team of Rivals: The Political Genius of Abraham Lincoln, Doris Kearns Goodwin (Simon and Schuster, c2005).
Report by Beth Roome, 2008.

When I introduced my book for this session, *Team of Rivals,* by Doris Kearns Goodwin, I ended by saying, I now know the answer to the question, If you could have dinner with anyone who would it be? I lied. I don't lie often, and I am not proud when I do…it was a bad RIHEL Fellow moment. The fact is, I detest that icebreaking question; meeting famous strangers intimidates more than fascinates me; even hypothetically. I had just barely started reading the book and would rather have had dinner alone than with Lincoln. Upon completion of this book, however, I know that if ever I were to have the opportunity of sitting with Abraham Lincoln I would be in the presence of greatness, and would feel embraced by his reciprocal interest in sitting with me. I can now be truthful.

The beginning of my reading *Team of Rivals* overlapped the completion of listening to *Good to Great* by Jim Collins on compact disk. Collins describes the height of Leadership (the Level 5 Executive) as one who "builds enduring greatness through a paradoxical blend of personal humility and professional will." Throughout my read of *Team of Rivals*, Lincoln exhibited an unwavering dedication to universal cause without personal arrogance or aggrandizement.

Lincoln's singular purpose is "proving that popular government is not an absurdity." In a conversation with his assistant Hay, Lincoln remarks, "We must settle this question now, whether in a free government the minority have the right to break up the government whenever they choose. If we fail it will go far to prove the incapability of the people to govern themselves." With unparalleled skill, Lincoln navigates the containment of slavery, which evolves into emancipation, constitutional prohibition of slavery, and, finally, preservation of the Union. He accomplishes this through a keenly developed skill set including humility, gentleness, honesty, story telling, humor, life-long learning, listening, morality, empathy, simplicity, self-reliance, collaboration, personal responsibility, hope, patience, generosity…the list of descriptors is endless; generated not by the author but by Lincoln's contemporaries cited in 121 pages of endnotes. These are hardly attributes one would expect of a person who constructs and steers a cabinet of political opponents; a cabinet which, in spite of (or in light of) philosophical and political differences builds one of the largest navies in the world, finances and develops a military power of nearly one million men, persuades European nations to refrain from partisan involvement, abolishes slavery, and reverses southern secession.

In a spirit of fanaticism I rarely employ, I honestly say this book has changed my life and will influence its course forever.

Lessons Learned

- *Learn from others:* Never, never, never elevate yourself to a position where you neglect to see the value in relationships with all others. Throughout the book, Lincoln affords courtesy, dignity, and respect to all people regardless of stations, races, politics, and philosophies in life. "Holding myself the humblest of all whose names were before the convention, I feel in especial need of the assistance of all…" (Letter to rival Salmon Chase). This attitude secures for Lincoln his "peculiar ambition" in life, which is "that of being truly esteemed by [his] fellow men, by rendering [himself] worthy of their esteem."
- *Be a life-long learner:* "Life to him was a school and he was always studying and mastering every subject that came before him" (Leonard Swett). "He can not only discuss ably the great democratic principle of our government but at the same time tell how to navigate a vessel, maul a rail, or even to dress a deer-skin" (Newspaperman from Missouri).
- *Take Responsibility:* More than once Lincoln bore responsibility when a subordinate or a member of his cabinet came under fire. "As always, the president refused to let a subordinate take responsibility for his own decisions" (Secretary of War, Stanton).
- *Pay Attention to Timing/Be Patient:* "At the time the war began the North would not fight to end slavery, but it would and did fight to preserve the Union. Lincoln had known this and realized that any assault on slavery would have to await a change in public attitude…The proposition to enlist blacks in the armed forces had required a similar period of preparation…He had watched 'this great revolution in public sentiment slowly but surely progressing.' He saw this gradual shift in newspaper editorials, in conversations with people through the North, and in the views expressed by the troops during his own visits on the field" (Goodwin).
- *Be Simple and use Humor to Communicate:* "The most consummate rhetorician never used language more apt to the purpose and still there is not a word in the letter not familiar to the plainest plowman" (New York Times). "Lincoln's stories provided more than amusement…. [He] possessed the extraordinary ability to convey practical wisdom in the form of humorous tales his listeners could remember and repeat."
- *Deal Constructively with Stress:* "Lincoln's ability to retain his emotional balance in such difficult situations was rooted in an acute self-awareness and an enormous capacity to dispel anxiety in constructive ways." He attended the theater over 100 times in his four years in office and humor was an obvious outlet.
- *Be true to interests beyond your own:* Upon Lincoln's appointment of Salmon Chase (a past cabinet member who practiced continual backstabbing and political intrigue against Lincoln) as Chief Justice to the Supreme Court, Lincoln said to Senator Chandler, that he "would rather have swallowed his buckhorn chair than to have nominated Chase, but the decision was right for the country." (I was personally shocked and dismayed at the appointment and went to bed angry with Lincoln on the night I read that.)
- *Trust Yourself:* "Mr. President, did you at any time doubt the final success of the cause?" (Grant). "Never for a moment" (Lincoln). "His mind was at once

philosophical and practical. He sees all who go there, hears all they have to say, talks freely with everybody, reads whatever is written to him; but thinks and acts by himself and for himself" (The Albany Evening Journal).

- *Be Gracious:* Upon Lincoln's visit after the fall of Richmond he "betrayed no sense of exaltation or triumph. His first words, softly spoken, were simply to ask for a glass of water" (Captain Barnes). The Marquis [of Chumbrun] marveled, "it was impossible to detect in him the slightest feeling of pride, much less vanity."
- *Forgive:* "Throughout the discussion Lincoln 'spoke very kindly of General Lee and other of the confederacy' exhibit 'in marked degree the kindness and humanity of his disposition, and the tender and forgiving spirit that so eminently distinguished him" (Stanton following Lincoln's final cabinet meeting). Lincoln (in the form of an illustrative story) told Grant he would just as soon have Lee and other officials of the confederacy sneak away as be prosecuted for treason.

To summarize 752 pages of Lincoln in a two page synopsis has proved impossible. In closing, one of the statements that had the most impact for me was spoken by Sherman a decade after Lincoln's death: "Of all the men I ever met, he seemed to possess more of the elements of greatness, combined with goodness, than any other." Certainly, Lincoln was not without shortcomings (although none are highlighted in the book). Notably, deliberation of thought, which played against him on the battlefield, served him in emancipation and preservation of the Union. Other shortcomings are hard to find. In the words of Stanton upon Lincoln's death, "He belongs to the ages." I believe he will stand the test of time. AWESOME book!

Team of Rivals: The Political Genius of Abraham Lincoln, Doris Kearns Goodwin (Simon & Schuster, c2005).
Report by Sandy Stavnes, 2008.

Lincoln was the epitome of collaborative leader. He developed his presidency and cabinet structure around colleagues that were his political rivals, presumably more savvy than Lincoln himself (as least to initial outside observers). He surrounded himself with individuals who represented political and strategic views in opposition to his viewpoint. This was deliberate on his part and ultimately resulted in outcomes and decisions that were successful for his presidency and the country.

During the 1860 Presidential campaign, Lincoln was one of four rivals all of whom studied law, became distinguished orators and statesmen, entered politics, and opposed the spread of slavery. When Lincoln won the Republican nomination, each of these rivals thought the wrong man was chosen, a man who seemed to have come from nowhere, a backwoods country man with little education and position. It was, in reality, the result of a shrewd and savvy insight into the country's issues both current and future and his ability to mend past rival relationships that allowed Lincoln to develop into a truly collaborative leader who maintained the decision-making role and responsibility when it counted most and listened to and relied upon his advisors (former rivals) throughout the process. He had an incredible sense of timing and was able to deal with the large egos of his advisors through kindness and civility by sharing credit and learning from mistakes, and, where necessary, bearing the consequences of those mistakes.

He was an effective storyteller and used this talent to outline his political positions and philosophy. His quick mind and life experience positioned him to ultimately be a strong manager, incredible strategist and long-term thinker, and a very savvy politician. He also

understood the impact of his position as president and the longevity of his public statements (e.g., the Emancipation Proclamation and the Gettysburg Address) well in advance of his peers and counselors. As a result, Lincoln was strategic in the timing and content of these speeches and their impact was legendary.

Lincoln had the ability to transcend personal disputes or animosity with his rivals in favor of their qualities and the contributions he envisioned they would make to his cabinet. Of great significance was the appointment of Edwin Stanton, Lincoln's former legal rival and future Secretary of War. At one time Stanton, a highly respected attorney, referred to Lincoln (then a new relatively inexperienced attorney) as a "long armed Ape," and would later come to respect and care for Lincoln second only to his immediate family.

Rivals
- William H. Seward: from New York, Senator/Presidential rival appointed to Secretary of State
- Salmon P. Chase: from Ohio, Governor/Presidential rival, appointed to Secretary of Treasury
- Edward Bates: from Missouri, Statesman/Presidential rival, appointed to Attorney General
- Edwin Stanton: from Missouri, Attorney appointed to Secretary of War

The 360º Leader: Developing Your Influence From Anywhere in the Organization, John C. Maxwell (Nelson Business Books, 2005).
Report by Kristan Williams, 2008.

The premise of *The 360º Leader* is that middle managers have both unique challenges and unique opportunities to lead and exercise influence in all directions—up (lead the boss), across (lead peers), and down (lead those you are assigned to lead). Maxwell seeks to bust apart myths that ordinarily hold middle managers back from leading anyone other than those who report to them, and presents ideas for establishing one's self (when you are the middle manager) as an influential force with anyone in an organization.

The book begins with de-bunking seven myths about leading from the middle of an organization:
- *The Position Myth* says only those at the top are able to get people to listen to and follow them.
- *The Destination Myth* says the ability to lead will come once someone has reached the top leader position.
- *The Influence Myth* says people will only follow someone who is at the top.
- *The Inexperience Myth* says those at the top are in control.
- *The Freedom Myth* says those at the top are not subject to limitations.
- *The Potential Myth* says individuals cannot reach their potential as a leader unless they are the top leader.
- *The All-or-Nothing Myth* says if someone doesn't have the possibility of getting to be the top leader, then they shouldn't try to lead at all.

Once the reader's beliefs have been thoroughly de-bunked, the reader is led to the challenges that mid-level managers face and offered new ways of thinking about those

challenges in order to use them as strengths. Challenges covered in this section include the pressure of being caught in the middle, the frustration of having to follow an ineffective leader and keys to navigating around them, how to successfully wear many hats and knowing when to wear which hat, providing good leadership when no one notices and you don't get credit for what you do, learning to exert influence effectively, becoming a champion of a vision that you didn't create, and learning to lead those who are positioned higher than you within the organization.

Follow Me, I'm Right Behind You

The section on "Leading Up" provides a boat load of practical principles for positioning one's self to be looked to for advice and exert influence on those above you. While the nugget headings seem self-explanatory, the content contained within each heading serves to provoke new ideas and reinforce the methods whereby one becomes influential. Those headings are: "Lead Yourself Exceptionally Well," "Lighten Your Leaders Load," "Be Willing To Do What Others Won't," "Do More Than Manage—Lead," "Invest in Relational Chemistry," "Be Prepared Every Time You Take Your Leader's Time," "Know When to Push and When to Back Off," "Become a Go-To Player," and "Be Better Tomorrow Than You Are Today."

Follow Me, I'll Walk With You

I found this section on leading your peers to be very interesting as I considered ways to apply the ideas to those with whom I currently share latitude on the organizational chart and considered how to incorporate the principles into regular practice. It's tricky! Maxwell's "Lead Across" principles include: understand, practice and complete the leadership loop, put completing fellow leaders ahead of competing with them, be a friend, avoid office politics, expand your circle of acquaintances, let the best idea win, and don't pretend you're perfect.

Follow Me, I'll Add Value to You

This section on "Leading Down" is the place where I have traditionally focused my attention and worked the most to hone supervisory/managerial leadership skills. As a result, this section provided me with the least number of new ideas but still served to reinforce good solid basics. These principles include: walking slowly through the halls, seeing everyone as a "10," developing people in their strength zones, modeling the behavior you desire, transferring the vision, and rewarding for results.

The Value of the 360º Leader

This section served to reinforce how important it is for a healthy organization to have successful and positive influencers at every level. It also brought a good deal of maturity to bear in how experience influences how one's influence is practiced. The main principles covered: that a leadership team is more effective than just one leader, that leaders are needed at every level of the organization, that leading successfully at one level is a qualifier for leading at the next level, that good leaders in the middle make better leaders at the top, and that 360º leaders possess qualities every organization needs.

Lessons Learned

What I appreciated about this book was the practical nature of it for where I currently stand—a middle manager. Maxwell offered some inspiring ways of looking at challenges that I face and put a positive twist on certain things that have worn on me in the past. The book

provides solid suggestions for creating influence with those above me, co-workers, and subordinates, for the good of the organization in very appealing ways.

Uprooting Racism: How White People Can Work for Racial Justice, Paul Kivel (New Society Publishers, 2002).
Report by Janet Mason, 2008.

The focus of *Uprooting Racism* is to assist white people in learning how to stand up against racism. Defining what institutional racism is, how we all are affected, and what can be done for change does this. Specific questions are asked to facilitate this process, which enables us as white people to see what has and is happening to perpetuate racism, while clarifying responsibility as opposed to blame, then suggesting actions for being an ally and activist so as to uproot racism.

The most important lessons I learned are:

- Racism is an institution, interwoven into the fabric of our existence. Everyone experiences it.
- How white people can work for racial justice and the barriers and excuses to not do so are identified.
- Who is white?
- The benefits of being white are numerous and often unnoticed as part of the dynamic of the "culture of power." "Noticing how the culture of power works in any situation provides a lot of information about who has power and privilege, and who is vulnerable to discrimination and exclusion."
- How difficult this work of uprooting racism is to do. It is uncomfortable. Often it is people of color who have carried the load to change the system. It is exhausting work and it is time for white people to learn how to be allies and get to work in creating a world where racism is obsolete.
- No blame or shame because these feelings immobilize people and no positive change is possible when we operate from those feelings. Compassion and wisdom are necessary for each of us to understand the history of racism and to be able to use tools for the elimination of the problem.
- The cost of racism for people of color and white people is devastating and sobering. This system of racism provides economic gain for a few.
- While it is true this work can not be done alone, it is possible for one person to make a difference.

How does this connect to leadership?

Leadership can be used to model a new way of being and to inspire a shared vision—doing this while challenging the status quo and existing processes will invite others to act. All the while, it is important to always remember to encourage the hearts of self and the team. I see this book addressing a foundational leadership principal of promoting a process that identifies leadership reflective of the community served. If this is not the case, we can assess what is the process and the actions needed to accomplish the vision.

When Teams Work Best: 6,000 Team Members and Leaders Tell What it Takes to Succeed, Frank LaFasto and Carl E. Larson (Sage Publications, c2001).
Report by Brene Belew-LaDue, 2008.

I chose this book because at this moment the team that I work with at Grand County Public Health is working incredibly well together. It is the first time in my career I have experienced a whole team working with such synergy. I was curious and wondered: what made this happen; why now; why these specific employees; and the big question, how do I keep it going? In my search for books, I felt this would give me the answers and practical advice.

When Teams Work Best is derived from 20 years of research by LaFasto and Larson. They compiled a data base of evaluations from 600 teams and 6000 team members to understand why teams work, why they fail, and how to get them to work better together. LaFasto and Larson came up with what they term the Five Dynamics of Working Together, which are:

- *Team Member:* What are the attributes or behaviors of individual team members (as seen by their fellow team members) that help the team succeed or interfere with the team's success?
- *Team Relationships:* What are the dimensions, strengths, and weaknesses of working relationships in teams?
- *Team Problem Solving:* What are the behaviors of teams (as seen by their leaders and members) that make some teams more successful than others at problem solving?
- *Team Leadership:* What are the behaviors of team leaders (as seen by members of the team) that help lead the team to success of failure?
- *Organization Environment:* What are the organizational processes and practices that increase or decrease the likelihood of teams succeeding?

Each chapter is an in-depth discussion about each of these five dynamics. LaFasto and Larson reported only data that was empirically based and wrote conclusions and practical advice about how to implement the data into leadership practice.

I found that the first dynamic laid the foundation for all the other dynamics of working together. LaFasto and Larson reported that team members needed several factors to make good team members. They needed the working knowledge factors of experience and problem-solving abilities and the teamwork factors of openness, supportiveness, personal style, and action orientation. Overwhelmingly, the data pointed to openness and supportiveness as the most important factors needed for all team members to employ in order to make teams work. As defined by LaFasto and Larson, openness is the "ability to surface and deal with issues objectively," and supportiveness is "bringing out the best thinking and attitude in the other person."

I found it disconcerting that it took many hours to get through the chapter on Team Relationships; I had to read it twice because it contained discussion on so many hot issues, issues that have come up in my professional and personal life. As LaFasto and Larson state "the tendency to take our role in a relationship for granted" is a problem for teams as well as in personal life. LaFasto and Larson challenge us to take an honest look and evaluate our tendencies in relationships.

The Connect model, the Single Question Format, and the Team Leader chapter also provided valuable and practical suggestions for me to use in my leadership practice. *When Teams*

Work Best is a great reference for leadership tools and reading it enhances the lectures given by Dr. Larson in RIHEL.

Lastly, I'd like to mention that there were many themes in *When Teams Work Best* that were also presented in *The Leadership Challenge*; the reiteration reinforces Kouzes and Posner's leadership tools.