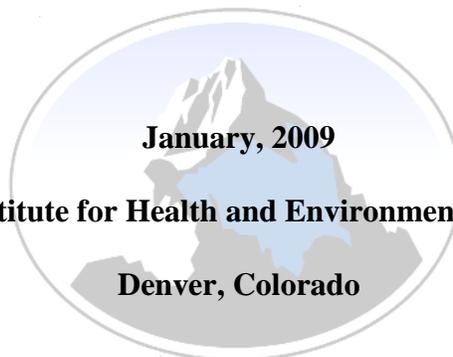


Leadership Research Reports

Leadership Book Reports from the Class of 2009



January, 2009

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

| | |
|--|----|
| <i>The Abilene Paradox and Other Mediations on Management</i> , Jerry B. Harvey (Josey-Bass, 1988). Report by Vickie Meredith, 2009. | 1 |
| <i>The Art of War</i> , Sun Tzu (Findaway World, Llc, 2007). Report by Fernando Pineda-Reyes, 2009..... | 2 |
| <i>The Audacity of Hope: Thoughts on Reclaiming the American Dream</i> , Barack Obama (Crown Publishers, 2006). Report by Laura Schwartz-Slater, 2009..... | 3 |
| <i>Bass & Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications</i> , Bernard M. Bass and Ralph M. Stogdill (Collier Macmillan, 1990). Report by Nita Mosby Henry, 2009..... | 3 |
| <i>Crucibles of Leadership: How To Learn from Experience to Become a Great Leader</i> , Robert J. Thomas (Harvard Business Press, 2008). Report by Sandra Bourgeois, 2009. | 4 |
| <i>Emotional Intelligence</i> , Daniel Goleman (Bantam Books, 2005). Report by Tammy Marshall, 2009. | 5 |
| <i>The Five Dysfunctions of a Team: A Leadership Fable</i> , Patrick Lencioni (Jossey-Bass, 2002). Report by Linda Montgomery, 2009. | 5 |
| <i>Harvard Business Review On Innovation</i> , (Harvard Business School Press, 2001). Report by Monica Buhlig, 2009..... | 7 |
| <i>How Good People Make Tough Choices</i> , Rushworth M. Kidder (Morrow, 1995). Report by Bridget Beatty, 2009. | 8 |
| <i>It's Your Ship: Management Techniques from the Best Damn Ship in the Navy</i> , Captain D. Michael Abrashoff (Warner Books, 2002). Report by Jennifer Giacomini, 2009. | 9 |
| <i>John Adams</i> , David McCullough (Simon & Schuster, 2001). Report by Lane Drager, 2009..... | 11 |
| <i>Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times</i> , Kenneth H. Blanchard and Phil Hodges (Thomas Nelson, Inc. 2005). Report by Angi Crotsenberg, 2009. | 13 |
| <i>Leadership and Self Deception: Getting Out of the Box</i> , The Arbinger Institute (Berrett-Koehler, 2000). Report by Mette Riis, 2009..... | 14 |
| <i>Leadership and Self Deception: Getting Out of the Box</i> , The Arbinger Institute (Berrett-Koehler, 2000). Report by Jim Ruppel, 2009. | 15 |

| | |
|--|----|
| <i>Leadership on the Line: Staying Alive Through The Dangers of Leading</i> , Ronald A. Heifitz, Martin Linsky (Harvard Business School Press, 2002). Report by Karl Chwe, 2009. | 16 |
| <i>Leadership On The Line: Staying Alive Through The Dangers of Leading</i> , Ronald A. Heifitz and Martin Linsky (Harvard Business School Press, 2002). Report by Emilie Gettliffe, 2009. | 16 |
| <i>The Leadership Pipeline: How to Build the Leadership-Powered Company</i> , Ram Charan, Stephen J. Drotter, and James L. Noel (Jossey-Bass, 2001). Report by Jennifer Meints, 2009..... | 17 |
| <i>Leadership Secrets of Attila the Hun</i> , Wess Roberts (Warner Books, 1989). Report by Lauren Mitchell, 2009..... | 18 |
| <i>Leadership the Eleanor Roosevelt Way: Timeless Strategies from the First Lady of Courage</i> , Robin Gerber (Prentice Hall Press, 2002). Report by Kaye Mathews, 2009..... | 19 |
| <i>Leading With A Limp: Turning Your Struggles into Strengths</i> , Dan B. Allender (Waterbrook Press, 2006). Report by Shana Patterson, 2009..... | 20 |
| <i>Life Entrepreneurs: Ordinary People Creating Extraordinary Lives</i> , Christopher Gergen and Gregg Vanourek (Jossey-Bass, 2008). Report by Cristina Bejarano, 2009..... | 22 |
| <i>Lincoln on Leadership: Executive Strategies for Tough Times</i> , Donald T. Phillips (Warner Books, 1992). Report by Jill Kidd, 2009..... | 23 |
| <i>Man’s Search for Meaning: An Introduction to Logotherapy</i> , Viktor E. Frankl (Translated by Ilse Lasche) (Beacon Press, 1992). Report by Kelly Bott, 2009..... | 24 |
| <i>The Mindful Leader: Awakening Your Natural Management Skills Through Mindfulness Meditation</i> , Michael Carroll (Trumpeter, 2008). Report by Richard Cox, 2009. | 25 |
| <i>Never Eat Alone And Other Secrets to Success: One Relationship at a Time</i> , Keith Ferrazzi with Tahl Raz (Currency Doubleday, 2005). Report by Nick Robles, 2009..... | 26 |
| <i>Now, Discover Your Strengths</i> , Marcus Buckingham and Donald O. Clifton (The Free Press, 2001). Report by Christina Prograss, 2009..... | 27 |
| <i>The One Thing You Need to Know...About Great Managing, Great Leading, and Sustained Individual Success</i> , Marcus Buckingham (The Journal of Staff Development, 2007). Report by Beth Ann Williams, 2009..... | 29 |
| <i>Persuasive Presentations: How to Get the Responses You Need</i> , Nick Souter, Guy Billout (Sterling, 2007). Report by Michael S. Barry, 2009. | 30 |

| | |
|--|----|
| <i>Predator State: How Conservatives Abandoned the Free Market and Why Liberals Should Too</i> , James K. Galbraith (Free Press, 2008). Report by John Crosthwait, 2009..... | 31 |
| <i>Primal Leadership: Learning to Lead with Emotional Intelligence</i> , Daniel Goleman, Richard E. Boyatzis, and Annie McKee (Harvard Business School Press, © 2002). Report by Robyn Harmon, 2009..... | 31 |
| <i>Primal Leadership: Learning to Lead with Emotional Intelligence</i> , Daniel Goleman, Richard Boyatzis, and Annie McKee (Harvard Business School Press, © 2002). Report by Chris LaPlante, 2009..... | 33 |
| <i>Quantum Leadership: A Resource for Health Care Innovation, 2nd Ed.</i> Tim Porter-O’Grady and Kathy Malloch (Jones and Bartlett Publishers, 2007). Report by Karen Ouzts, 2009..... | 35 |
| <i>Reposition Yourself: Living Life Without Limits</i> , T.D. Jakes (Atria Books, 2007). Report by Aisha Williams, 2009..... | 37 |
| <i>Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion</i> , Richard E. Boyatzis and Annie McKee (Harvard Business School Press, 2005). Report by Tereasa Wallace, 2009..... | 38 |
| <i>Rocking the Boat: How to Effect Change Without Making Trouble</i> , Debra E. Meyerson (Harvard Business Press, 2008). Report by Ken Distler, 2009..... | 39 |
| <i>The Secret Language of Leadership: How Leaders Inspire Action Through Narrative</i> , Stephen Denning (Jossey-Bass, 2007). Report by Sondra Manske, 2009..... | 40 |
| <i>The Secret Language of Leadership: How Leaders Inspire Action Through Narrative</i> , Stephen Denning (Jossey-Bass, 2007). Report by Lisa VanRaemdonck, 2009..... | 42 |
| <i>Secrets of the Millionaire Mind: Mastering the Inner Game of Wealth</i> , T. Harv Ekler (HarperCollins Publishers, 2005). Report by Jon Surbeck, 2009..... | 43 |
| <i>Smart Questions: The Essential Strategy for Successful Managers</i> , Dorothy Leeds (Berkley Books, 2000). Report by Phil Strobel, 2009..... | 44 |
| <i>Stand and be Counted</i> , David Crosby and David Bender (Harper Collins World, 2000). Report by Jeff Berschling, 2009..... | 45 |
| <i>Synchronicity: The Inner Path of Leadership</i> , Joseph Jaworski (Berrett-Koehler Publishers, 1998). Report by Danica England, 2009..... | 45 |
| <i>Tribes: We Need You to Lead Us</i> , Seth Godin (Portfolio, 2008). Report by Umit Kaya, 2009..... | 47 |

| | |
|--|----|
| <i>The 21 Indispensable Qualities of A Leader: Becoming the Person the People Will Want to Follow</i> , John C. Maxwell (T. Nelson, 1999). Report by Tony Congram, 2009. | 48 |
| <i>The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You</i> , John C. Maxwell (Thomas Nelson Publishers, 1998). Report by Dawn James, 2009. | 50 |
| <i>When Teams Work Best: 6,000 Team Members and Leaders Tell What It Takes to Succeed</i> , Frank LaFasto and Carl Larson (Sage Publications, 2001). Report by Cathy White, 2009. | 54 |
| <i>Women Don't Ask: Negotiation and the Gender Divide</i> , Linda Babcock and Sara Laschever (Princeton University Press, 2003). Report by Ronica Rooks, 2009. | 55 |

Regional Institute for Health and Environmental Leadership

Research Reports

The Abilene Paradox and Other Mediations on Management, Jerry B. Harvey (Josey-Bass, 1988).

Report by Vickie Meredith, 2009.

The primary message in this book is centered on the idea that organizations can be defective if they are based on a system that is autocratic, if they limit imagination in managers or employees, if they encourage deception by managers, and/or discourage acceptance of responsibility. By telling stories and using anecdotes with a biblical theme, Harvey outlines the flaws with this type of system and provides alternatives that may encourage managers (i.e., leaders) to gently buck the system and accept responsibility gracefully in order to save the organization from demise.

Although this book was a fairly easy read, there were times when I was unsure how a particular story or anecdote fit in with the overall message. In fact, I had to read one chapter twice to figure out what the author was trying to say. I probably wouldn't recommend this book as part of the RIHEL training, but I would recommend it in cases where I thought an organization met the criteria described above.

Important Lessons

There are times when individuals think a proposal or project is a crazy idea but go along with the rest of the herd simply because they have a need for acceptance, a fear of rejection, or the organization is structured in a way that discourages employees from voicing their concerns; in other words, we create management of agreement rather than conflict. Management of agreement creates a type of organization and/or management style that will likely fail unless someone takes a leadership role and is willing to stand up to fundamental "wrongs" based on principal. Successful organizations must provide an atmosphere that encourages the acknowledgement that a mistake has been made in order to keep the organization from "Going to Abilene." *The Abilene Paradox* is based on the idea that organizations, and people within organizations, simply do things because they believe everyone else thinks it's a good idea. However, many times, if one person has the nerve to say, "I don't know about the rest of you, but my gut tells me that if we continue down this path we will be making a mistake," there are others within the organization who would also agree. This approach has two potential outcomes: it saves the organization from needless expenditures and/or the employees face repercussions. The atmosphere created by management, and a manager's ability to recognize his/her mistakes, will lead the organization down a path of restoration or destruction. As an aside, I suspect that today's financial crisis and the number of companies filing for bankruptcy may be an indicator that several organizations were being managed using a system of agreement because (1) everyone else was doing it and (2) greed. Had there been organizations or managers that were able to recognize they were headed to Abilene, perhaps many of companies would not be faced with financial ruin.

The Art of War, Sun Tzu (Findaway World, Llc, 2007).
Report by Fernando Pineda-Reyes, 2009.

Written in China more than 2,500 years ago, *The Art of War* is said to be the first known study of the planning and conduct of military operations. These essays are incredibly plain and detailed and written almost as if they were a field guide. I enjoyed the comprehensiveness and depth of the essays as well as the examination not only of battlefield maneuvers but also relevant economic, political, and psychological factors. This book has many interesting aspects that I feel could be translated to any modern world conflict or dispute resolution opportunity, business situation, sports institution, and, of course, war environment. (However, please note that there is no discussion about modern warfare.) The discussion is not so much about how to win a war; rather, it is about how to think. Basically, I think the discussion applies to anything that requires some sort of strategy. The tone is set as living in a constant battle zone—where the stakes are high and struggle is the primary mode of being and where no one is to be trusted and survival depends on unconditional victory.

An important part of Sun Tzu's thinking throughout the book is to win without fighting. For example, Sun Tzu talks in terms such as, “Before the battle has begun the battle must be won!” And, “If victory is impossible, one should flee from the enemy right away.” The book is divided into thirteen chapters consisting of about 300 verses. There are five factors (below) to predict a winner. These factors include facts about the terrain, distance, tactics, and other important aspects for any leader to know. Sun Tzu also speaks about the roles organizers, rulers, the army, and the population have. All are presented as issues of great importance for how a combat operation will/should work.

The five factors that a general should know:

- The moral law or the way
- The weather/heaven/sky
- Earth/the terrain
- Commander/leadership
- Method and discipline

The moral law talks about how there should be an agreement between the people and their leader—that they should follow him no matter what. The book has some graphic examples on how to have people follow, even if it has to be out of fear. For Sun Tzu, the sky symbolizes many things: night and day, cold and heat, times and seasons. The Earth, or terrain, comprises distances. If there is danger or safety, open or tight soil, it predicts the chances of life and death. The Commander, or Leader, is the one who understands the factors and has the characteristics of honesty, wisdom, courage, etc. Sun Tzu said leadership is a matter of intelligence, trustworthiness, humaneness, courage, and sternness. The last method and discipline talks about what the army has to do in terms of hierarchy for the maintenance of supply routes and control of military expenditure, chain of command, and logistics.

I think one must realize that what is in the book is a philosophy, regardless of how the battle works out. It is interesting to read about Sun Tzu's views on society, and his ways of thinking in terms of tactics and strategies, and even bring it to our time. One of my favorite quotes is, “The main purpose of war is peace.”

The Audacity of Hope: Thoughts on Reclaiming the American Dream, Barack Obama (Crown Publishers, 2006).

Report by Laura Schwartz-Slater, 2009.

This book is political in nature and quite detailed regarding not only politics but American history as well. The chapters each described a different historical and/or political backdrop, with Obama's personal experience and history sprinkled throughout. I was quite fascinated with the historical/political writing, and it was a good review for me (it's been a while since I took history and government classes). Having Obama's personal story winding throughout made the book even more enjoyable, and I gained some insight into who he is as a person and what has made him the leader he has evolved into. Obama is quite an amazing writer, and I was awed not only by his vast knowledge of politics, history, and other topics, but also by how he thinks, analyzes, and ultimately makes decisions. Having his personal tidbits in the book made it especially interesting and engaging to read.

The chapters were broken up as follows:

- "Republicans and Democrats" is a discussion about the evolution of the two parties and their power structure.
- "Values" discusses how our values ultimately guide us in any decision we make and any life direction we take.
- "Our Constitution" is a discussion about how the Constitution has been interpreted differently by current and past leaders, and within the political parties.
- "Politics" discusses the complicated forces at play in politics in general.
- "Opportunity" is a discussion about how opportunity, or lack of, has and will continue to affect all classes/races of people in this country in all areas.
- "Faith" discusses the complex nature of faith and its role in politics and government.
- "Race" is a discussion about the vast diversity of culture in this country, and how we, as a whole, should be able to embrace rather than deny the gifts that diversity brings to us.
- "The World Beyond Our Borders" is a discussion about our country's role in other country's politics and governments and the implications for those directly and indirectly affected.
- "Family" discusses the concept of family, including Obama's own personal history.

Obama's message embodies the five practices of exemplary leadership. I was constantly reminded of how important it is to be credible and really know what you are talking about in order to be a true leader and inspire others. While I knew a fair bit about Obama before reading his book, it became evident to me after reading it why he has become such an influential leader in a relatively short period of time. His writing, which eloquently reflects his leadership style, made me feel more hopeful and inspired for our future.

Bass & Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications, Bernard M. Bass and Ralph M. Stogdill (Collier Macmillan, 1990).

Report by Nita Mosby Henry, 2009.

Bass & Stogdill's Handbook of Leadership is a fascinating, yet overwhelmingly large (almost 1000 pages), resource that provides a comprehensive guide to all of the knowns and unknowns about leadership. However, I found the book compelling because it challenges current

assumptions about what we know to be true about leadership and helps to decrease all of the confusion about the study of leadership.

The book is categorized beautifully and is structured in a way that provides research on some of the most important leadership considerations. There are eight major categories, which include the introduction of leadership theories and concepts, power and legitimacy, diversity, and improving leadership and research. My favorite section of the book was in the final section, "Improving Leadership and Leadership Research." In this section, the authors talk about forward-thinking ways to manage leader performance as well as leadership issues to consider in the 21st century. They also suggest methods of leadership training.

This is an excellent book for those who don't take leadership theory and research at face value and is definitely the handbook for those who are interested in challenging current assumptions about what leadership is and what it needs to become in order to respond to today's contemporary organizations. The most important takeaway lesson for me is that leadership is based on past theory, but its evolution is up to me (and all of you!).

Crucibles of Leadership: How To Learn from Experience to Become a Great Leader, Robert J. Thomas (Harvard Business Press, 2008).

Report by Sandra Bourgeois, 2009.

In *Crucibles of Leadership*, a crucible is the vessel in which medieval alchemists attempted to turn/extract base metals into gold. In terms of leadership, the vessel is our transforming life experiences, which can sometimes be tragic losses, immersion in a new culture, or a relationship with a life-changing mentor. Whatever the experience (vessel), the future leader must extract from it a new and improved sense of self and a new and improved set of tools and strategies for leading others; hence, the gold. I enjoyed reading this book because I learned how to improve upon my leadership skills while drawing from my everyday life experiences. In other words, how I can turn base metal (my ordinary self) into a pot of gold (an extraordinary leader). This was very helpful for me because I tend to not recognize the golden moments, experiences, and/or qualities in my life and in myself.

This book focuses on how to learn from experience to become a great leader. The basic concept stressed over and over throughout the book is that we must practice, practice, and practice again to better ourselves as leaders. Natural talent is great but even those lucky to possess such natural talent still need to practice. One of the book's somewhat surprising discoveries is that practice can sometimes even trump natural talent. We see this in other areas of life, such as in business, sports, and the performing arts. Talent matters, but the right combination of ambition, instruction, and feedback can turn someone with modest talent into a serious competitor. The key lies in practicing as strenuously as you perform and practicing while you perform, which basically means don't wait for the right situation or circumstance to come along to start being a leader. Great leaders will take every opportunity in everyday life experiences to practice being a leader. While we perform our everyday activities and duties in life, we should be using this as the time to practice our leadership skills. In short, practice while you perform and perform while you practice, which makes great sense to me because we learn by doing.

We must become more conscious of our "crucible" life experiences and learn from them. Great leaders treat each day as a new opportunity to learn and to sharpen their skills. *Crucibles of*

Leadership shows you how you can transform your crucible experiences into lessons that will make you more effective as a leader.

The book also provides practical, step-by-step guidance for creating a Personal Learning Strategy tailored to your specific style to help you extract more insight from your daily work and life experiences. The Personal Learning Strategy helps you to constantly ask yourself, as the best leaders always do, what can I learn from this experience, for today and for the future? This, of course, reminds me of how RHEL reminds us to always reflect on our day's activities and try to learn something from that reflection.

Emotional Intelligence, Daniel Goleman (Bantam Books, 2005).

Report by Tammy Marshall, 2009.

The central message of *Emotional Intelligence* is that one's IQ alone does not measure our intelligence. Rather, Goleman suggests, intelligence is a combination of one's IQ and one's ability to understand emotions—our own as well as others. This book is an in-depth exploration of the research done by modern psychologists, and it explains the science of the brain's functioning in the areas of reasoning and emotion and how our emotions can override our reason.

Much of the book is dedicated to examples of emotional intelligence applied and how it fits into the world of work. The importance of social strengths is well demonstrated and there is plenty of evidence to support the studies Goleman cites. This exploration of self-awareness, managing emotions, motivation, recognizing emotions in others, and handling relationships really challenges the reader to do some self-analysis. Goleman believes that all these skills can be improved and he shares some of the most respected programs in emotional literacy that have been used, and results thereof.

This book provides for a quite interesting read and I recommend it for anyone who thinks they can think with their head and not their heart.

The Five Dysfunctions of a Team: A Leadership Fable, Patrick Lencioni (Jossey-Bass, 2002).

Report by Linda Montgomery, 2009.

Patrick Lencioni, a well known business coach, consultant, and author of business leadership books, wrote the bulk of this book as a fictional third-person account of a high-tech Silicon Valley company that is falling behind competitors because of its dysfunctional executive leadership team. The board hired a dynamic CEO to revamp the executive egos; the CEO conducted a series of retreats to explore the functioning of the top managers and brought along a pyramid of team dysfunctions that was used as the structure for how she works her magic to create a high-functioning team. These classic stumbling blocks, along with a brief explanation in Lencioni's book, are as follows:

- Absence of Trust: “Essentially, this stems from their unwillingness to be vulnerable within the group.”
- Fear of Conflict: “Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas.”
- Lack of Commitment: “Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions.”

- Avoidance of Accountability: “Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.”
- Inattention to Results: “Team members put their individual needs—such as ego, career, or recognition—above the collective goals of the team.”

After the story portion of the book, Lencioni provides a thirty-seven page how-to manual that includes examples of each dysfunction, practical steps to overcome each one, and tips for the leader’s role in working through the dysfunction.

I found the first section (the fictional story) of the book frustrating to read. Although multiple Amazon.com reader reviewers praised the book for its ease of reading and for being entertaining, I found the writing, especially the dialogue, incredibly wooden. The situations portrayed also seemed stilted and manufactured. But the team dysfunctions that underpin the book are worthwhile and sound, and they provided several a-ha moments, which gave me insight to my own team. The last thirty-seven pages, (when Lencioni writes about what he knows best, team creation and fostering), were interesting and worth the time. I especially liked how he summarized the dysfunction and then offered both practical examples of how to overcome the dysfunction and specific behavioral points to be considered by a team leader. Lencioni also provides a quick team assessment (I was able to conduct it in about ten minutes) that I believe has given me new insight into the teams I lead.

I should note that this book is about team building by and between people at the executive level. While this is helpful when leading teams of executives, I would also have liked to have been given advice about team building with people from various employment levels.

Most Important Lessons:

- How does a leader encourage the building of trust on a team? By demonstrating vulnerability first, so that others will take the same risk themselves. Team leaders must create an environment that does not punish vulnerability.
- Conflict can be healthy. Team members need to coach one another not to retreat from healthy debate. Leaders need to remind participants that conflict can be good for the team and not something to avoid in the future.
- Buy-in is different than consensus or certainty. Leaders can’t place too high of a premium on consensus or certainty, it’s possible to squelch innovation and conflict.
- An executive team must achieve buy-in from all team members, even if the disparities that exist seem relatively small. “Like a vortex, small gaps between executives high up in an organization become major discrepancies by the time they reach employees below.”
- Develop meeting tactics for better team building. Create a cascading message: “At the end of a ...meeting...a team should explicitly review the key decisions made during the meeting, and agree on what needs to be communicated to employees or other constituencies about those decisions.” This seems like a great way to make sure that every team member is clear about the plan of action. Leaving meetings aligned with each other is a powerful tool in making a team work in the real world.
- A good leader creates a culture of accountability. “Members of great teams improve their relationships by holding one another accountable, thus demonstrating that they respect each other and have high expectations for one another’s performance.” Use

peer pressure, it motivates people who don't want to let down respected teammates. Use simple and regular progress reviews as a way to make people publicly accountable.

Harvard Business Review On Innovation, (Harvard Business School Press, 2001).
Report by Monica Buhlig, 2009.

This book is based on research and focuses on how businesses can foster innovation to improve their business and remain competitive within a particular market. Although the majority of the book is focused on private industry, there is one chapter that focuses on the social sector and highlights opportunities for public/private partnerships. In my opinion, people in public health should continuously innovate to ensure that their business is functioning well. In addition, innovation can help public health to stand out as a model—and necessary component—within the social sector.

Highlights

- Most organizations focus on matching/beating rivals within their market. It is important, however, to look at new market space to find different ways to conduct business in an efficient manner. Look methodically across boundaries.
- It is critical to identify those factors within your organization that are essential, that are unnecessary, and those that are missing. This will help to establish your value. To do this, you must understand your customer.
- Take the time to look at the long-term, which ensures true innovation. Most companies focus on the short-term wins, which can be helpful, but focus in this direction does not foster successful, effective innovation. Use the “Lead User” process, which means one looks at those who are beyond the average creator, then learn from these “leaders,” whether they are outside or inside of your field.
- Build an “Innovation Factory.” To encourage looking at things differently, members of different “pieces of the business” must be convened and encouraged (by leadership) to evaluate how things can be done differently; they must be encouraged to innovate. These teams are convened depending upon the task at hand and then dismantled upon completion of the task.
- Review a process based upon the consumer's entire experience. There may be points of differentiation/innovation throughout the consumer cycle that many organizations overlook. An organization must analyze their customer's experience and identify points of differentiation.
- The “Social Sector as a Beta Site for Innovation.” Often times, the social sector can serve as a beta site for a private company. A company or business must pilot a process before implementing it on a large-scale. This process fosters improvements within the social sector (unable to afford many of the pilots on their own), such as human resources management, IT innovation, etc. These relationships can be valuable!

Important Lessons for Me as a Public Health Professional

Often times, public health agencies may do themselves a disservice by not acting like a business and by not innovating. If public health were to think of itself as a business whose

customers are the target population, and also see the importance of fostering innovation, there may be more opportunity for continuous process improvement and effective interventions. The key to success here is for leaders to do the necessary steps (identified above) to ensure innovation is supported rather than suppressed.

How Good People Make Tough Choices, Rushworth M. Kidder (Morrow, 1995).

Report by Bridget Beatty, 2009.

Highlights

Frequently in our daily lives, we face ethical dilemmas. The most challenging dilemmas are not the "right vs. wrong" choices, but the "right vs. right" dilemmas; for example, is it better to protect the rights of the individual or the community, or is it better to focus on the short-term or long-term effects?

In this book, Kidder calls us to be "ethically fit," a condition that is neither totally conscious nor totally subconscious; it comes from feelings as well as intelligence and analysis.

There are three main principles for decision making according to timeless traditions of moral philosophy:

- Ends-based thinking (also known as utilitarianism). Best known by the maxim, "Do whatever produces the greatest good for the greatest number," this demands a cost-benefit analysis and thorough assessment of all foreseen consequences.
- Rule-based thinking (also known as the categorical imperative). Based firmly on a sense of duty, this one focuses on acting in accord with fixed rules or universal law.
- Care-based thinking (usually represented with the Golden Rule to "do unto others as you would have done unto you"). This method tests decisions by imagining one's self as the recipient of certain actions to determine if they are based on kindness and love.

Although individuals have varying perspectives and values, Kidder identifies nine steps, or "checkpoints," that offer an orderly sequence for dealing with the admittedly disorderly and sometimes downright confusing domain of ethical issues:

- Recognize that there is a moral issue.
- Determine the actor. (Who is responsible for, not just involved with, the decision?)
- Gather the relevant facts.
- Test for right-versus-wrong issues.
- Test for right-versus-right paradigms.
- Apply the aforementioned resolution principles (to determine which is the most relevant and persuasive to the issue at hand).
- Investigate the "trilemma" options. (Is there a third option or compromise?)
- Make the decision.
- Revisit and reflect on the decision.

Most Important Lessons

I chose this book because we regularly encounter ethical dilemmas when determining appropriate health programs and partners for students in Denver Public Schools. It is rarely as

simple as the question, what is best for our students? There are legal, financial, logistical, and ideological reasons that might hinder certain partnerships. For instance, we look at each agency's business model. Some categorically disagree with for-profit entities as health partners, saying that the motive does not prioritize students. Others argue that the for-profit model might be more sustainable than the usual dependence on grants and philanthropic funding, which benefits students in the long-run with more continuous services.

This book provided me with additional knowledge for developing a shared vision and fostering consensus, as emphasized by James Kouzes and Barry Posner in their book *The Leadership Challenge*. In this book, *How Good People Make Tough Choices*, Kidder writes, "Leadership, especially in democratic organizations and nations, is not about tactics, micromanagement, and fine detail. It is about articulating shared values and developing a vision for the future—since that, after all, is how consensus is built and gridlock broken."

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy, Captain D. Michael Abrashoff (Warner Books, 2002).
Report by Jennifer Giacomini, 2009.

It's Your Ship is an in-depth account of Captain Abrashoff's trials and tribulations when moving up the ranks in the U.S. Navy's political culture as well as a discussion of the leadership techniques he learned and used from coworkers, superiors, and subordinates while making his naval cruiser the "best damn ship in the Navy." Abrashoff shares his secrets of successful management, which were often by design and equally as often by accident, and relates how these tools can be utilized within the smallest non-profits to the largest for-profit businesses. Although Abrashoff weaves tools of successful leadership throughout this book, his ultimate message is that the only way to be a successful leader and manager is to assure that every individual working for the organization or project believes that "it's your ship," a way of thinking that places the responsibility on each individual, which, in turn, makes them a more productive member of the group.

In the book, Abrashoff outlines his essential leadership skills and relates his experiences as a first-time Captain of a naval ship, and one who is trying to improve productivity on a ship full of jaded sailors. Abrashoff tells a story of how the ship, against all odds, became one of the most productive ships in the Eastern U.S. Naval fleet and an integral player in the Persian Gulf fleet. As the story progresses, the reader learns and grows from the story of a ship becoming more productive and sailors who gain ownership of their jobs and, consequently, their ship. Abrashoff's essential leadership skills are:

- *Take Command*: Despite any insecurity a leader and manager may feel within themselves (or in the role they play), they must take command and own every piece of that role. For example, if a new manager is handed an unsuccessful business, the manager must not place blame for past failures on the previous manager but, rather, must own it and work toward improving even the smallest piece.
- *Lead by Example*: Abrashoff reiterates that one must never forget the effect one's self has on other people. A leader's positive or negative mindset profoundly affects the group, especially the tone and spirit thereof. Oftentimes, if a group is unproductive, not effective, or not motivated, the problem lies within the leader.

Once a leader recognizes himself as the problem, and then take steps to change his actions, or emotional and mental state, others will follow.

- *Listen Aggressively:* Treat every interaction with employees or coworkers as the most important thing at the moment. Listen to their feedback, concerns, and complaints. Part of listening aggressively means that a leader actively hears what a group member says and uses that information to enact positive change when possible. Abrashoff reiterates this concept by declaring that leaders should always “see the ship through the eyes of the crew.”
- *Communicate Purpose and Meaning:* Abrashoff believes that a leader should encourage the heart and make the crew think that they can do anything. Give the crew freedom to do their jobs, initiate change if they see a more effective way of accomplishing a task, and provide open feedback to their superiors. Giving freedom back to the crew and communicating a common goal creates discipline amongst the crew, which ultimately creates the purpose and meaning that they generated.
- *Create a Climate of Trust:* Feedback is important for all leaders, yet what a leader does with that information, or how he reacts to the person who gives it, fosters a climate of trust or mistrust. Leaders must act responsibly with feedback and always be a gracious receiver. Small gestures, such as publicly advocating for an employee—even if you lose the battle—goes a long way to building trust amongst employees.
- *Look for Results, not Salutes:* Leaders should publicly recognize the crew’s accomplishments and never look for their own public celebrations for their own gratification; build a work program that focuses on results and allows the crew to determine their own innovative process to achieve those results; nurture the freedom to fail, especially when a crew member attempts to solve a problem or reach a goal.
- *Take Calculated Risks:* Take chances on a promising crew member or innovative thinker. This helps to create succession planning, not only for the organization but also for the future professional development of crew members. Abrashoff carefully suggests that leaders need to challenge the process. If a rule doesn’t make sense, break it; if a rule does make sense, break it carefully.
- *Go Beyond Standard Procedure:* Abrashoff mentions several tools in this chapter to aid in challenging the process, especially when trying to boost morale: push the envelope for innovation amongst crew members, keep priorities in focus while maintaining crew morale, stay ahead of the competition, and work smarter, not harder. Basically, Abrashoff says that a leader should work within the guidelines of standard procedure and use those same guidelines to creatively benefit the crew and organization.
- *Build Up Your People:* Expect the best and you will get it. Counsel continuously and honestly and create ongoing evaluations for your crew, and them for you. Promote the successes of your crew and your bosses.
- *Generate Unity:* Abrashoff says that we should forget diversity and train for unity, and in that way alone will crew members recognize their similarities and focus on improving the environment in which they work together. Leaders should also punish strictly, but most important, fairly. All crew members will receive the same type of punishment for the same misdeed, regardless of rank or any other factor.

- *Improve Your People's Quality of Life:* Abrashoff focuses on combining work and play. We all spend the majority of our life at work, and therefore with our coworkers. Leaders should play with their crew during and after work, to have fun together and create a happy ship. In difficult times, lighten up and focus on what makes your crew happy. A happy crew will continue to work hard, even in difficult times, and produce results. Finally, “let your crew show off the ship” because this means that the crew members are proud of their ship and their role on it.

Abrashoff states throughout this book that all leaders are capable of managing successful ships and projects—you just have to have the right tools. These eleven tools worked so well for Abrashoff and his crew that he believes they can work for anyone. Using all these tools simultaneously and continuously, a leader can put the responsibility back onto the crew and make them believe “it’s your ship.” Only when all crew members truly believe that the ship functions because of the role they play (and therefore the ship could not function without them) will the ship become the most productive it can be.

John Adams, David McCullough (Simon & Schuster, 2001).

Report by Lane Drager, 2009.

Highlights

- John Adams dedicated his life to the idea of a free and independent America. He also wrote in his dissertation, *A Dissertation on the Canon and Feudal Law*, that he wanted Americans to be free and independent thinkers on their own. Adams sacrificed greatly by undertaking many long and arduous journeys and assignments that kept him away from his family for years.
- Adams lived in a time when environmental health was greatly needed because epidemics of bloody flux (dysentery), malaria, and plague were present in society. Adams endured multiple Atlantic crossings at a time when seventeen sailors died at sea of disease for every one killed in action or from wounds fighting during the American Revolution.
- Harvard educated and a lawyer by trade, John Adams was one of the pivotal statesman and founding fathers of the U.S. He labored to get the continental congress to declare independence from Great Britain, drafted the first Massachusetts constitution, helped develop the democratic government we have today, and worked to gain diplomatic and financial support from France and the Netherlands to help win the war for independence. Adams also helped draft and sign the Treaty of Paris, served as the first American minister to England, and served as President of the United States. These are some of the major accomplishments of John Adams. His time was one of turmoil so that future generations could know peace. Adams wrote, “I must study politics and war that my sons may have liberty to study mathematics and philosophy...in order to give their children a right to study paintings, poetry, music....”
- A quote from John Adams struck me as a description of public servants rather than his assertion of the law profession: “Now to what higher object, to what greater character, can any mortal aspire than to be possessed of all this knowledge, well digested and ready at command, to assist the feeble and friendless, to

discountenance the haughty and lawless, to procure redress to wrongs, the advancement of right, to assert and maintain liberty and virtue, to discourage and abolish tyranny and vice?"

- John Adams backed up those words by taking on the defense of British soldiers stationed in Boston who were on trial for killing five men in the Boston Massacre. In response to another round of taxes being imposed on colonists by Parliament, an angry mob of several hundred people converged on the Custom House in violent protest. The single sentry was reinforced by eight more British soldiers who ended up opening fire on the mob. No one would take the case to defend the soldiers, yet knowing the public backlash and isolation that would follow, Adams took the case—and won it.
- This undertaking from a man so committed to the independence of the colonies is evidenced in his statement that “he knew Great Britain was determined on her system, but that very determination, determined me on mine. The die was cast. Swim or sink, live or die, survive or perish, I am with my country....you may depend on it.”
- An interesting note I learned was that the debates and work to declare independence really occurred during the entire year of 1776 and culminated on July 1-2, 1776, when the continental congress voted to declare independence. The Declaration of Independence was drafted during this time and was considered more of a formality. Yet, July 4 is the day we all remember and continue to celebrate.
- Another note was that the original draft of the Declaration of Independence condemned the slave trade; however, this was removed from the final document.

Most Important Lessons

- “You cannot be, I know, nor do I wish to see you, an inactive spectator....we have too many high sounding words, and too few actions that correspond with them.” (Abigail Adams)
- The author asserts that the most important decision of Adams’ life was to marry Abigail Smith. The love, support, caring, and companionship of family are critical to balance his life. Adams’ wife was an equal intellectual and was also very well read and offered incredible forethought that encouraged her husband to think about equality for men and women. Abigail wrote: “And by the way in the new code of laws which I suppose it will be necessary for you to make, I desire you would remember the ladies, and be more favorable than your ancestors. Do not put such unlimited power into the hands of husbands. Remember all men would be tyrants if they could.” Just as the colonists fought to have representation in the government that imposed taxes and regulations, so to Abigail Adams noted that ladies “will not hold ourselves bound by any laws in which we have no voice or representation.”
- “Government is nothing more than the combined forces of society, or the united power of the multitude, for the peace, order, safety, good, and happiness of the people....”
- “The preservation of liberty depends upon the intellectual and moral character of the people. As long as knowledge and virtue are diffused generally among the body of a nation, it is impossible they should be enslaved.”

- During the second continental congress, the effort to move toward independence from Great Britain was divided. Adams and the Massachusetts delegates were strong proponents of declaring independence, yet in order to find success, they needed to allow others to take the lead.
- A lesson from Thomas Jefferson that is a critical skill to master is the art of silence and listening, especially when confronted by opposing thoughts. Jefferson advised a grandson, “When I hear another express an opinion which is not mine, I say to myself, he has a right to his opinion as I to mine. Be a listener only, keep within yourself, and endeavor to establish with yourself the habit of silence, especially in politics.”
- One final lesson, also from Jefferson, on why injustice persists (his account was on slavery, but I think it speaks toward many injustices and why they persist). “Our children see this, and learn to imitate it...the parent storms, the child looks on, catches the lineaments of wrath, puts the same airs in the circles of smaller slaves, gives loose to his worst passions, and thus nursed, educated, and daily exercised in tyranny, cannot be stamped by it with odious peculiarities. The man must be a prodigy who can retain his manners and morals undepraved by such circumstances...indeed, I tremble for my country when I reflect that God is just: that his justice cannot sleep forever.”

Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times, Kenneth H. Blanchard and Phil Hodges (Thomas Nelson, Inc. 2005).

Report by Angi Crotsenberg, 2009.

Highlights

- This book addresses all aspects of leadership—personal, one-on-one, team/family, and organizational/community.
- Building trust is key: “Individuals in a group will not empower each other to accomplish an assigned task if they do not trust each other. Failure to empower is one of the key reasons that teams are ineffective.”
- Servant leadership is the main theme.
- The book focuses on four aspects of servant leadership:
 - The Heart
 - Servant leaders view feedback as a gift.
 - Servant leaders know it’s not all about them; they invest in those around them.
 - Pride and fear poison relationships.
 - Humility is important, “...a leader with a humble heart looks out the window to find and applaud the true causes of success and in the mirror to find and accept responsibility for failure.”
 - The Head
 - There are two roles of servant leadership: vision and implementation.
 - People first need a clear picture of where you want to take them.
 - Once people understand the vision, they can be responsible for its implementation.
 - A truly great vision will extend beyond the leadership of one individual.

- The Hands
 - A servant leader has a duty to invest in the lives of those who follow him.
 - There are four stages of learning: novice, apprentice, journeyman, and master. Each of these stages requires a unique response from the leader in order for one to progress through the learning process.
 - The ideal relationship between a leader and a follower happens when both have trust and are focused on service.
- The Habits
 - Leaders need to invest in themselves daily in order to be effective leaders.

Most Important Lessons

- I need to invest time in myself and in my staff in order to be an effective leader.
- It's not all about me! I need to have an outward focus.
- Servant leadership is a good fit for me.
- I need to know and to communicate a clear vision for my staff.
- I need to work on my personal leadership skills before I can tackle things on an organizational level.

Leadership and Self Deception: Getting Out of the Box, The Arbinger Institute (Berrett-Koehler, 2000).

Report by Mette Riis, 2009.

In story format, *Leadership and Self Deception*, presents several personal and professional stories that demonstrate in a simple, clear, and instructional manner the leadership techniques taught by the authors. The book puts into context lessons of what we have learned at RIHEL and it is a helpful reminder that the way we view and treat ourselves is reflective of how we view and treat others, which results in the success or failure of our personal and professional relationships.

The central belief of the book is that self-deception determines our experience in every aspect of our lives, from the personal to the professional, not only in the way we view ourselves and others but also in the way we make decisions and lead. When we lead in a self-deceptive way, we are unable to be true to ourselves or others.

The authors use a box as the metaphor to illustrate self-deception. We either think and/or act “inside of the box” or “outside of the box.” When inside the box, our view of reality is distorted—we don’t see ourselves or others clearly, we see others merely as objects, and we are self-deceived. The goal of the book is to help the reader/leader learn to lead and influence others in a genuine non-self-deceptive way by thinking and acting outside the box. When we view ourselves and others outside the box, we experience ourselves and others as they are. When outside the box, the leader is a person among people, rather than a person among objects, as when inside the box.

Whether we’re inside or outside the box makes a huge difference in the influence we have on others. The authors believe that the heart of most of the people problems we see in organizations is this issue. No matter what we are doing on the outside, people primarily respond to how we feel about them on the inside. How we’re feeling about them depends on whether we’re inside or outside the box. When we lead in a way that is inside the box, our perception of ourselves is not genuine and, as a result, our actions promote non-genuine responses from others.

Success in an organization is a function of whether we are inside the box or not, and our influence as leaders depends on the same thing.

The book offers instructions and examples on ways to get outside the box. The authors explain that when one acts in a way toward a person that is contrary to what they feel, they are betraying themselves. Self-betrayal is how we enter the box. The authors use an example of when a person is in an elevator and they see another person running to catch the elevator. Instead of holding the door for the person, what they feel they should do, they let the door close, an act contrary to what they feel they should do; this is self-betrayal. Instead of honoring our sense of what we should do, we may choose to betray our true feelings. When one betrays their self, they enter the box and become self-deceived. We don't relate to others in a way that is honorable to us or others.

No one is perfect, and although we are often inside the box (and always will be to some extent), our success comes because of the times and ways the leader has been outside the box. The out of the box mentality is what sets an organization apart at every level of the organization.

Leadership and Self Deception: Getting Out of the Box, The Arbinger Institute (Berrett-Koehler, 2000).

Report by Jim Ruppel, 2009.

I had high hopes when I saw the title of this book. Personally, I believe that self-deception plays a major and devastating role not only in leadership problems but also in the business world in general, and for that matter in the world as a whole. Many people in leadership roles do terrible things and convince themselves that they are okay. For example, the people who think up advertising campaigns to get kids addicted to tobacco probably don't see what they are doing as wrong. I had hoped this book would be a larger discussion on self-deception and rationalization in general, but it wasn't.

The fundamental message of this book is that we should view each other as fellow human beings and treat each other with respect. The book cooks up this whole scenario that they call living "in the box." What this means is that we treat others as objects whose feelings don't count and then we rationalize our actions by coming up with justifications for what we did. The book refers to this as "betraying ourselves." Of course, treating people this way causes all kinds of problems in the workplace as well as in our personal lives, which this leads to poor leadership, poor productivity, and problems in our relationships.

The book uses a rather hooky scenario to develop an idea in which the high-level executives at a major corporation are unveiling the secret of the company's success to a newly hired program director. The entire text consists of a dialogue in which Kate, Lou, and Bud spend a day and a half explaining about life "in the box" to Tom and how to get "out of the box." Again, while the basic message of the book is good, it is presented more like the *Celestine Prophecy* than a basic tenant of how to relate to each other in the workplace.

The idea that we often forget to treat each other with respect and dignity, and then deceive ourselves into thinking its okay because of what the other person did, is quite true and would have made a good chapter in a book about self-deception and the problems it causes in our professional and personal lives. Unfortunately, this was the only message in the whole book. I think it is a valuable concept and something we all need to be aware of, but it is hardly the new and revolutionary discovery it is presented to be in the book and certainly didn't need 168 pages

devoted to it. While I can't say I disagree with the basic message of the book, I also can't help feeling someone stretched a chapter into a book in order to make some money.

Leadership on the Line: Staying Alive Through The Dangers of Leading, Ronald A. Heifetz, Martin Linsky (Harvard Business School Press, 2002).
Report by Karl Chwe, 2009.

Leadership on the Line acknowledges and discusses the issue that the very exercise of leadership has its risks, both to one's effectiveness and to one's emotional well-being, issues few other books discuss. So, on one hand, I was heartened to read that others have had some of the same types of experiences I have had. On the other hand, my other reaction was to try and deny the message of the book, which is that risk must be managed. My (unfair) objection was that if you want to avoid risk, you might as well not try to be a leader at all. Of course, that is not what the book is saying. It is saying only that it is an objective fact that there are risks to leadership, and that to be an effective leader and maintain your own wellness, you must be aware of the risks and work to manage them if you can. It is not an all-or-nothing game and one can be principled and outspoken without becoming a lightning rod.

The book made me realize that my own way of coping with risk is to charge blindly ahead and pretend there is no personal risk at all. The book forced me to acknowledge that protecting one's self isn't just good strategy sometimes, it is also necessary in the long run.

This point is much more important than the particular strategies the book suggests for managing risk. My critique of the book is that if the authors wanted to make sure the book would be useful to everybody, they should have include an assessment strategy. For instance, a strategy for the reader to assess, and therefore predict, how people may react in a certain situation (i.e., how accurate or nuanced is the reader's mental model of other people). Then a lesson could be offered that would extend or refine that model. The same could be done with possible actions: find out what the reader might do in a given situation, and then suggest new actions that the reader might not have considered.

Leadership On The Line: Staying Alive Through The Dangers of Leading, Ronald A. Heifetz and Martin Linsky (Harvard Business School Press, 2002).
Report by Emilie Gettliffe, 2009.

Although Heifetz and Linsky clearly detail the myriad of personal and professional perils that face those trying to exercise leadership, I actually found this to be a reassuring read on the subject of leadership. I was happy to be reminded of the fact that leadership is above all the ability to engage in relationships and collaborations (with enemies, friends, and those who are indifferent) that are the cornerstone for creating sustainable change. In seeking adaptive change, nothing comes from forging ahead alone, but truly anything can be done when the right players are effectively engaged for the right reasons. The book is divided into three parts: "The Challenge," "The Response," and "Body and Soul." Although the theme described above isn't blatant throughout the book, it seemed that almost all of the examples of failure were due to a lack of communication or relationship building with one constituency or another. Thus, this is the lesson that stuck with me the most.

Highlights

- One highlight of *Leadership On The Line* was reading the stories of those who have succeeded and failed at their endeavors for adaptive change. These stories drive home in compelling ways each of the points that the authors make. Examples are used from a wide variety of contexts, showing patterns in the factors allow for success or failure.
- I liked the concept of “getting on the balcony,” which describes the need for leaders to take time to gain perspective on the issue. When we immerse ourselves too much in the work, without taking time to reflect and deliberately observe, it is easy to get “taken out.”
- I found the section about orchestrating the conflict to be particularly interesting because it describes the how for things to move forward; people need a certain amount of discomfort and agitation, but not too much. It is the leaders’ job to turn up the heat just enough, but in order to do this, the leader must have a deep understanding of group dynamics and personalities, having taken the time to truly know and understand those involved.
- Part three of the book is titled “Body and Soul,” which focuses on how important it is for leaders not to neglect their personal well-being. This is an easy trap to fall into, especially because we live in a culture where being overworked is considered normal. It’s always great to be told to take care of yourself.

Most Important Lessons

- Leadership is all about the group process! The only way that change occurs is when those who are implicated are deeply involved. One of the best chapters highlighting this fact is titled “Give the Work Back.” I find it fascinating how hard this can be to do, but it’s also reassuring. It makes so much sense that failure is much less likely (1) when there is a community (whatever shape that takes) working towards the goal and (2) when this goal was arrived at through group deliberation.
- The other lesson that I will take away is the personal management and well-being piece. “The cleanest way for an organization to bring you down is to let you bring yourself down.” It is so important to function in a way that is personally sustainable and to remember the human limitations, and temptations (for power, prestige, etc.) deeply affect the work being done. Managing your own hungers is as crucial as managing the development of the adaptive work.

The Leadership Pipeline: How to Build the Leadership-Powered Company, Ram Charan, Stephen J. Drotter, and James L. Noel (Jossey-Bass, 2001).

Report by Jennifer Meints, 2009.

The Leadership Pipeline is a leadership model that discusses the appropriate skill requirements, time applications, and work values needed for each level of management or leadership. The model assumes that successful leadership in an organization occurs when the leaders are matching their potential with the leadership requirements. The model asserts that there are six leadership passages. These passages are the transitions from one type of leadership role to another: from managing self to managing others; from managing managers to functional manager, to business manager, to group manager, and then finally to enterprise manager. The

authors describe each of these roles. They describe what skills, values, and time applications are appropriate for each of these roles, and then they provide examples where an individual either unsuccessfully or successfully makes each of the transitions. The model focuses on a for-profit business organization, so the organization that is going to apply the model must translate the associations to the appropriate positions within their organization.

I thought it was interesting that the most successful applications of the model occurred when a whole corporation, such as General Electric, employed the model as a structure for their organization's leadership pipeline. When every employee had read the book, they knew what was expected of them in each role, and they became aware of how their behaviors needed to change when their role changed.

As I am currently at the staff level, it was helpful for me to focus on the transition from managing self to managing others. As I read, I evaluated whether or not I possess the skills and values that are required to manage the levels of others. I still have not yet come to a conclusion on this one, but the model was helpful in providing benchmarks of what skills were necessary at the next leadership level.

The book provided the example that although an individual may be a star performer at their current level, they still need to assess whether or not they possess the qualities at the next level, least they falter in their next leadership position. The authors provided many examples, from staff level to CEO, of the star performer failing at the next leadership level because the individual failed to recognize that their role had changed.

I thought this model would be great for an individual to review when they are considering moving up the leadership pipeline in an organization, in order that they may anticipate the changes that occur in transitioning to the next leadership level.

Leadership Secrets of Attila the Hun, Wess Roberts (Warner Books, 1989).

Report by Lauren Mitchell, 2009.

Roberts wrote this book about leadership by looking at the characteristics and leadership attributes of the King of the Huns, King Attila. Attila is not who one typically thinks of as a kind and gentle leader and not typically a great role model to emulate, thus my curiosity in this book. However, Attila's history shows how he took tribes of nomads (who had no purpose) and made them into a nation of Huns. Attila used a win-directed, take-charge management style. He dared to bring together hundreds of people from different tribes to work together in one congregation. This congregation was multiracial and multilingual. That in it self was an enormous task.

The intent of this book was to give the reader a break from the traditional and current leadership literature, and even though the situations are coming from a time based around 395 A.D., the underlying concepts are the same as those we use today. Each chapter begins with a vignette based on Attila's life experiences and references various situations. One underlying message is that there is no magical formula for developing leadership abilities and that a method for accelerating the acquisition of leadership skills and abilities is largely built upon previous experiences. With that being said, the book also clearly states that to be a truly great leader, one must want to lead.

Attila viewed the following leadership qualities as necessary to successfully lead a nation:

- Loyalty
- Courage

- Desire
- Emotional Stamina
- Physical Stamina
- Empathy
- Decisiveness
- Anticipation
- Timing
- Competitiveness
- Self-Confidence
- Accountability Responsibility
- Tenacity: “The weak only persist when things go their way.”
- Dependability
- Stewardship

It would be difficult to list all the nuggets of wisdom Attila tried to bestow upon his chieftain leaders, so I have decided to take some of those nuggets, and highlight them below. We all know this information, but we often forget to apply it!

- Wise chieftains (leaders) never place their Huns in situations where their weaknesses will prevail over their strengths.
- Chieftains never condone a lack of either morale or discipline. They plan for morale and discipline. They cause it to happen!
- Lack of morale is the most contagious and destructive disease that can ever enter your camp.
- Always pay proper courtesy to your subordinate leaders. Should you fail to accord them respect, so will their subordinates.
- Do not delegate assignments and then attempt to manage them yourself—you will make an enemy of the overruled subordinate.
- By their own actions, not their words, do leaders establish morale, integrity, and a sense of justice.
- Rarely are there perfect decisions. The best decisions are usually the more prudent of the logical alternatives. When you must be overly persuasive to gain support for your decision, it’s usually a sign of a bad one!
- Huns learn less from success than they do from failure.

The above gives a little taste for the content of this book. This book provides an entertaining way to help refresh ones leadership skills and knowledge.

Leadership the Eleanor Roosevelt Way: Timeless Strategies from the First Lady of Courage, Robin Gerber (Prentice Hall Press, 2002).

Report by Kaye Mathews, 2009.

Leadership the Eleanor Roosevelt Way is not only a biography of Eleanor Roosevelt but also a how-to on leadership, including examples of how other women implement Eleanor's style in their daily lives. Gerber, a senior scholar at the Academy of Leadership, University of

Maryland, offers an inspirational portrayal of Roosevelt, a self-made leader, as well as other inspiring women who followed in Eleanor’s footsteps.

Mrs. Roosevelt utilized a salt-of-the-earth leadership style, staying true to her convictions and demonstrating courage in overcoming difficult life hurdles. In practicing her three key principals—taking risks, finding one’s own voice, and always continuing to learn—Roosevelt reaped the rewards of effectiveness and change she worked so hard to bring about.

Leadership the Eleanor Roosevelt Way also speaks directly to our lively RIHEL discussions about whether leaders are born or made. Even though the first lady of the world, as she was fondly called, was born into wealth and privilege, she persevered through hardships and betrayal to develop her leadership skills. Although not an elected official, Eleanor influenced national and international human rights policy by using the resources and people in her sphere of influence. Her passion drove her unstoppable energy for, and defiance of, the social injustices of her day. Through her humble and forthright dealings with ordinary people, where she listened more and spoke less, she earned respect. Eleanor’s leadership style was uniquely her own journey—created by life experiences and an awareness of human needs around her.

My first impression of the book was that it was overly simplistic. However, as I read, the simplicity I perceived became the beauty of Gerber’s storytelling and complimented Mrs. Roosevelt’s uncomplicated approach to leadership. The simple, timeless virtues of persistence and courage are core leadership traits, and for Mrs. Roosevelt, these traits were hard-earned. Mrs. Roosevelt’s humanness and willingness to persevere are leadership qualities are admirable and worthy of emulation.

Leading With A Limp: Turning Your Struggles into Strengths, Dan B. Allender (Waterbrook Press, 2006).

Report by Shana Patterson, 2009.

In the introduction of this book are two models that are used for reference throughout the book. Each model uses the same Y axis: the 5 most universal challenges that every leader faces. In Model #1, the X axis represents the typical ineffective responses. In Model #2, the X axis shows options for effective solutions. With the two models comes the encouragement to determine your own responses and then determine how to replace the ineffective with the effective. The following chapters take a greater in-depth look into each of the challenges and possible responses/solutions.

| <u>Leadership Challenges</u> | <u>Typical Ineffective Responses</u> | | | | |
|------------------------------|--------------------------------------|-----------------|-------------------|---------------|-----------------|
| | Cowardice | Rigidity | Narcissism | Hiding | Fatalism |
| Crisis | | | | | |
| Complexity | | | | | |
| Betrayal | | | | | |
| Weariness | | | | | |
| Loneliness | | | | | |

| <u>Leadership Challenges</u> | <u>Possible Effective Solutions</u> | | | | |
|------------------------------|-------------------------------------|--------------|------------------|-----------------|-------------|
| | Courage | Depth | Gratitude | Openness | Hope |
| Crisis | | | | | |
| Complexity | | | | | |
| Betrayal | | | | | |
| Weariness | | | | | |
| Loneliness | | | | | |

There is a spiritual side of leadership that is either completely ignored or only addressed as the very private choice of the individual, which has no reflection or impact on the lives of others. Allender poses a different model that includes God and states, “He chooses fools to live foolishly in order to reveal the economy of heaven, which reverses and inverts the wisdom of this world. He calls us to brokenness, not performance; to relationships, not commotion; to grace, not success. It is no wonder this kind of leadership is neither spoken of nor admired in our business schools or in higher education.”

Crisis

The Greek word *krisis* means to sift or separate. Crises stir things up and divide the wheat from the chaff. As dividing moments, crises force leaders to make a choice—either to risk and suffer with courage or to crumble under the weight of fear and threatening circumstances. A crisis involves two major elements: danger and shame. Those characteristics help leaders make a distinction between an actual crisis and a “normal” crisis. Interestingly, the Chinese symbol for crisis is the merging of two signs, one meaning “danger” and the other meaning “opportunity.” A crisis has the potential to transform or destroy. The tipping point in the face of a crisis is either to cower in fear or to step forward with *courage*. The tipping point is *brokenness* rather than control. The natural tendency for many leaders in the face of crisis is to hide by blaming others and then pushing for greater control. The best response is a posture of humility and true brokenness (ownership) that brings us to courage of character we never could have learned otherwise.

Complexity

Often, not all complexity is complex! We simply do not want to make the difficult—more obvious—decision because it is daunting. If a situation truly is complex, it is because at any time, the past, present, and future collide. The past gives us a grid of interpretation which causes the present to be seen as ambiguous and the future uncertain. All of this adds up to a type of paralysis and *rigidity*. Rigidity is the refusal to reframe, a kind of thinking that limits the range of options and implications. The better response is *depth*. Depth is being free enough to operate outside tradition and conventional wisdom, but wise enough to take advantage of any voice, no matter its source, embracing creativity and opening your heart to meaning.

No More Jackasses—Wrestling with Betrayal Without Becoming a Jerk

Betrayal is the wound of envy. We will do anything not to have the same wounds opened or re-offenses committed. As a way of protection, a leader who has not dealt with the wounds may become cruel, defensive, belittling, arrogant, emotionally insulated, etc.; in other words, narcissistic; in other words, a jackass. Self-absorption is the major character flaw of narcissism.

A narcissist is invited to rage or rest. Resting will bring a clearer picture of us, leading to humility. The fruit of humility is *gratitude*. We see that serving is a privilege, not a right. Recognizing that there may be others more deserving of the position we hold, we are allowed to serve as a leader for this time.

Allender addresses weariness and loneliness in the subsequent chapters and ends with this summary:

We would all like to be in control of our own lives and believe that we have the power to change and control our destiny—alone. The truth is, by perfecting our mind, body, and emotions, we are only brought part-way. We must bring the spiritual into the equation and allow God his part. Allowing that he is more than enough:

- Not to resolve crisis, but enough to courageously enter into it.
- Not to simplify complexity, but enough to submit to a few truths.
- Not to escape betrayal, but enough to suffer betrayal with dignity.
- Not to escape self-absorption, but enough to know comfort.
- Not to find complete healing, but enough to rest in the promise of the coming day.

Life Entrepreneurs: Ordinary People Creating Extraordinary Lives, Christopher Gergen and Gregg Vanourek (Jossey-Bass, 2008).

Report by Cristina Bejarano, 2009.

The highlight of the book is best presented by Frances Hesselbein, Chairman of the Leader to Leader Institute and former CEO of Girl Scouts of America:

- At last, a powerful guide to integrating life, work, purpose, and work-life balance—one of the greatest needs of leaders in all three sectors of the emerging workforce. Gergen and Vanourek bring a new definition, a new clarity to life entrepreneurship that will make a difference in the lives of leaders at every level. A great gift.

Through the presentation of life experiences from 55 entrepreneurs, *Life Entrepreneurs* presents a new type of leader:

- People who apply their vision, talents, creativity, and energy not only to their work but to their entire lives, changing the world for themselves and those around them. These people are not just living their lives—they're leading them.

First, *Life Entrepreneurs* does a good job of explaining in practical terms what life entrepreneurship is; drive and direction are discussed and methods on how to walk the path as a life entrepreneur are presented (authentic integrity, deep awareness, breakthrough innovation, courage, purposeful spontaneity, adaptive persistence, and pervasive service).

Secondly, the steps on the path to life entrepreneurship are covered:

- Discover core identity: described as our compass.
- Awaken to opportunity: being “switched on” to the world around us.
- Envision the future: what do we want to do with our lives?
- Develop goals and strategies: apply strategic planning techniques to our lives.
- Build healthy support systems: called the positive network effect.
- Take action and make a difference: risk and action taking.
- Embrace renewal and reinvention: stay connected.

One of the main reasons I chose this book was because I have seen Christopher Gergen live a successful, real, and balanced entrepreneurial life. In my mind, the biggest leadership

challenge has always been the ability to achieve work/life balance where people are able to be a professional leader without sacrificing everything else. The multiple stories presented by Gergen and Vanourek demonstrate that what I saw in Gergen is not a rarity; many leaders have made the conscious decision to live fulfilling lives. Knowing something about Gergen's life makes this book even more real for me. He is a hard-working and accomplished man with a beautiful family and a life full of the activities he loves. He is able to fulfill his dreams and passions and he supports the people around him to do the same—leadership qualities to emulate. In the past, I have approached leadership positions with certain caution, thinking that seeking leadership roles could deprive me of a balanced life with a family and recreational time. This book confirms that achieving a work/life balance can be accomplished.

Lincoln on Leadership: Executive Strategies for Tough Times, Donald T. Phillips (Warner Books, 1992).

Report by Jill Kidd, 2009.

Phillips uses the speeches and writing of Abraham Lincoln to illustrate four areas of leadership:

- Communication
 - Get out among your subordinates. Build a relationship of trust and compliment people.
 - Build strong alliances and spend time letting your followers learn that you are firm, resolute, and committed. Doing so will gain their respect and trust.
 - Persuade rather than coerce, delegate responsibility and authority by empowering people to act on their own.
- Character
 - Honesty and integrity are the best policies. When you reach the top, turn and reach down for the person behind you. If you once forfeit the confidence of your fellow citizens you can never regain their respect and esteem.
 - Never act out of vengeance and spite.
 - Have the courage to handle unjust criticism.
- Endeavor
 - Executive decision making is a continuous, uninterrupted process that is similar to the beating of a heart that sends blood throughout the body, without it there is no life.
 - Lead by being led. If you are a good leader, when your work is done and your aim fulfilled, your people will say, "We did this ourselves."
 - Set goals and be results oriented.
 - Keep searching until you find your Grant. Go out in the field and support your leaders. Give them a chance to develop but press them to action. Encourage risk taking and innovation.
- Communication
 - Master the art of public speaking. Use storytelling and illustration.
 - Preach a vision and continually affirm it.
 - Provide a clear and concise statement of the direction of your organization and justify the actions you take everywhere you go. At every conceivable

opportunity reaffirm, reassert, and remind every one of the basic principals upon which your organization was founded.

The most important lessons for me were: (1) Lincoln was constantly out among the soldiers and the people; (2) he gathered information first hand and supported his subordinates even when it was difficult; (3) he constantly spoke his vision and based his decisions on that vision. When I look at the most successful times or projects in my career I was doing those same things and this serves as a reminder to me that I need to delegate the things I can so that I can once again spend my time with my coworkers being an observer, coach, cheerleader, and visionary.

Man's Search for Meaning: An Introduction to Logotherapy, Viktor E. Frankl (Translated by Ilse Lasche) (Beacon Press, 1992).

Report by Kelly Bott, 2009.

Man's Search for Meaning is an autobiographical account of psychiatrist Viktor Frankl's experience as a prisoner in a concentration camp. The book also contains a section on Logotherapy, Frankl's theory of psychological techniques for helping people, which Frankl refined based on observations throughout his experience as captured within the book.

Rather than focusing on the horrific abuse he was forced to endure in a Nazi concentration camp, Frankl strives to get down to the core of why some survived while others went through various stages leading to acceptance of death or even suicide. Through his own suffering, Frankl was able to conclude that, "We had to learn ourselves and, furthermore, we had to teach the despairing men, that it did not really matter what we expected from life, but rather what life expected from us." Frankl describes his experience sneaking a manuscript he had been working on prior to his imprisonment into the concentration camp only to lose it after so much effort. In losing the manuscript, he nearly loses the will to live until he begins recomposing the work in his head day after day. Once he realized that what one of the things life expected from him was to finish the manuscript, he was able to accomplish what seemed to be a massive feat—survive.

Frankl also concluded that the biggest source of psychological stress was the unknown. In particular, prisoners were not able to envision the end of their imprisonment because there was no way for them to know how long the imprisonment and abuse might last. This made it nearly impossible for them to aim at an ultimate goal in life, and those who lost hope often ultimately gave in to death.

Man's Search for Meaning offers a great deal of insight to effective leadership by giving the reader a glimpse of the human psyche and what truly drives people to not only survive but also find meaning in day-to-day activities. In addition to these deeper meanings, Frankl hits on some basic leadership truths. Frankl writes about a senior block warden that was observed to "exert a far-reaching moral influence on those under his jurisdiction" and he notes that "the right example was more effective than words could ever be."

I highly recommend this book not only as a way to look at some elements of leadership but also as a life-shaping opportunity to dig down into the human psyche.

The Mindful Leader: Awakening Your Natural Management Skills Through Mindfulness Meditation, Michael Carroll (Trumpeter, 2008).

Report by Richard Cox, 2009.

Michael Carroll has held executive positions in a variety of major American corporations during his 25-year business career. For more than 30 years, he also has been a practitioner of Buddhism. As a senior teacher in the Shambhala Buddhist tradition, Carroll now provides management consulting services that integrate business and Buddhist practices.

Carroll advocates mindfulness and contends that true workplace leadership is only possible when we are “synchronized” with our work. Through mindfulness, we become open to the world around us and to the potential in ourselves and others. According to Carroll, this mindfulness is developed through mindfulness meditation. Meditation is undoubtedly helpful, although many Buddhist teachers (Thich Nhat Hahn, in particular) offer guidance to help people independently cultivate mindfulness in everyday activities. Whether or not one commits to a daily meditation practice, Carroll’s perspective holds some value, and it’s easy to see how the attitudes and practices Carroll advocates can lay the groundwork for the exemplary leadership practices espoused by Kouzes and Posner.

The ten talents of a mindful leader, according to Carroll, are: simplicity, poise, respect, courage, confidence, enthusiasm, patience, awareness, skillfulness, and humility.

By being intelligently open and vulnerable, Carroll says, you lead from the “inside-out” and not from the top down. Such openness fosters authenticity (modeling the way) and promotes a common sense of collegiality, respect, and decency in the workplace. Openness encourages warmth, which, when combined with awareness, helps individuals to inspire others even in the most difficult situations (inspire a shared vision). This is enhanced by showing respect, genuine caring, delight, and impartiality in the workplace.

Carroll says that often work time is spent escaping reality—creating facades, crafting images, and insulating ourselves from pain (our own and others’). We don’t so much experience our world directly as experience our thoughts about the world. Mindful leaders, on the other hand, are fully immersed in their environment and open to all possibilities. Rather than live in dread of reality, mindful leaders embrace it, discovering in all of that uncertainty the very freedom they’ve been seeking all along.

Remaining open in an unpredictable world demands courage and confidence in one’s self, not the courage of winning and losing or refusing to back down from conflict, but of being emotionally comfortable with one’s self and letting go of anger, arrogance, prestige, and greed. Mindful leaders are not oblivious to potential problems, though, and in fact are able to embrace and deal with the unknown by actively inviting feedback from others, listening to criticism and considering new angles.

The openness of mindful leaders enables them to have more complete self-trust and to be attuned to opportunities and timing that allows them to challenge the process.

Mindful leaders will see that an organization is organic and will seek to create a healthy workplace that values authenticity, heals wounds, communicates clearly, builds trust, and eliminates toxic behaviors. In doing so, they enable others to act.

In many ways, mindful leadership is all about encouraging the heart. As Carroll says, appreciating your colleagues’ better qualities is never a chore for the mindful leader.

Finally, since Michael Carroll holds that mindful leadership begins on the meditation cushion, the last part of his book is a brief how-to guide on the practice of mindfulness meditation.

The basic premise of Carroll’s book—that opening up and becoming engaged in your work makes you a better leader—seems deceptively simple on its face. But it’s a simple truth that can easily get overlooked or forgotten in the chaos and superficiality of the workplace. As someone who has spent twelve years in the same job, finding that mastery and familiarity has rendered some tasks routine, this book is a refreshing reminder of how and why to be engaged at work. Putting the ideas in this book into practice is one way to make each day as fresh as the last and to erase differences between the mundane and the sublime in your daily work experience.

Never Eat Alone And Other Secrets to Success: One Relationship at a Time, Keith Ferrazzi with Tahl Raz (Currency Doubleday, 2005).

Report by Nick Robles, 2009.

We come into the world as the result of other’s actions. We survive here in dependence on others. Whether we like it or not, there is hardly a moment of our lives when we do not benefit from other’s activities. For this reason, it is hardly surprising that most of our happiness arises in the context of our relationships with others. (Dalai Lama)

This quote, heading the last chapter of the book, summarizes Ferrazzi’s worldview and main concept of his book. In *Never Eat Alone*, Ferrazzi, who calls himself the ultimate networker, shares his insight into how one can develop a lifelong community of colleagues, contacts, friends, and mentors. This book is divided into four parts: “The Mind Set,” “The Skill Set,” “Turning Connections into Compatriots,” and “Trading Up and Giving Back.”

The premise of the book is that connecting with people is the most important business and life skill anyone will learn. Coming from a humble blue-collar background, Ferrazzi became a successful businessman not because he was the smartest, but because he saw the value in pursuing a relationship driven career where he would create the environment and community he wanted. Ferrazzi realized early on that people do business with people they know and like, so he perfected how to put himself out there and found that people liked him because he always helped other people. Ferrazzi says his secret to success is generosity, and that you can’t just be willing to accept generosity, you have to go out and ask for it. You also have to be willing to work hard to give more than you get, because the more people you help, the more help you’ll have and the more help you’ll have helping others.

Ferrazzi describes skills and behaviors necessary to become a great connector. First, one should know what their passions are and where they want to be headed in life. Once they have strategically developed a road map to fulfill their goals, they should be audacious in their pursuit. Ferrazzi states: “Whom you meet, how you meet them, and what they think of you afterward should not be left to chance.” Hence, doing your research and creating lists is necessary. He gives pointers on how to warm cold calls:

- Convey credibility by mentioning a familiar person or institution.
- State your value proposition.
- Impart urgency and convenience by doing whatever it takes to meet the other person.
- Be prepared to offer a compromise that secures a definite follow-up.

The aspiring networker realizes that invisibility is a fate far worse than failure, so it is important to keep your calendar full, share your passions with others, and follow up with people

so that they remember you and remember there is something special about you. One should find ways to diversify their circle of friends by connecting with other connectors, meeting with people from different sectors/backgrounds, and improving one's art of small talk. Ferrazzi's favorite method of expanding his circles, and his friend's circles, is through throwing dinner parties, and he gives many great suggestions on how anyone can do that.

Ferrazzi also praises the importance of distinguishing one's self by being a person of content. Keith gives the following tips on how to become an expert and on how to build your brand:

- Get out in front and analyze the trends and opportunities on the cutting edge
- Ask seemingly stupid questions
- Know yourself and your talents
- Always learn
- Stay healthy
- Expose yourself to unusual experiences
- Don't get discouraged
- Know the new technology
- Develop a niche
- Follow the money

Although Ferrazzi encourages one to view themselves as experts, he also emphasizes the importance of finding mentors and mentees, and to repeat those experiences as much as possible because they have been so pivotal in his success.

With many amusing stories from Ferrazzi's life and business career included, he has shared concrete steps for becoming a connector and helping one build a meaningful community.

I feel very fortunate to have picked up this book at this point in my life and career. I must say that I was drawn to this book because Ferrazzi praises the idea of creating community, helping others, and receiving help in return. This book has identified some tools and approaches that will be helpful in creating a network that intertwines work and life. This book helps me accept the idea that successful work is no more than developing meaningful relationships. Initially I thought I should try to distinguish my life at work from my life outside of work, but connecting to more people at work has helped me realize how lucky I am to be in a position to connect with these like-minded people on any level. Also, for me this book is helpful in terms of taking those risks to get your name out there, initiate conversations, and help others by putting in the extra effort to develop a relationship.

Now, Discover Your Strengths, Marcus Buckingham and Donald O. Clifton (The Free Press, 2001).

Report by Christina Proggess, 2009.

The goal of this book is to get people and organizations to abandon the predominant thought in today's society that you can be a better manager/leader/employee if you focus on improving your weaknesses. Rather, *Now, Discover Your Strengths* strongly supports the philosophy of focusing your energy and time on cultivating your strengths and, to the extent you need to, managing your weaknesses, but, the authors suggest, don't focus your attention on your weaknesses. This book emphasizes that you should look at fixing weaknesses for what it is: damage control, not development. Damage control can prevent failure, but it will never elevate you to excellence. With the help of a specialized test called the Strengths-Finder Profile, this

book shows you your top five talents, which then allows you to focus your energy on playing these up to your advantage in order to create skills that enhance your leadership abilities.

Highlights

- There are three tools the reader can use to build a stronger life and enhance their leadership skills:
 - Understand how to distinguish your natural talents from things you can learn.
 - Talents are your naturally recurring patterns of thought, feeling, or behavior. Your various themes of talent are what the Strengths-Finder Profile actually measures.
 - Knowledge consists of the facts and lessons learned.
 - Skills are the steps of an activity.
 - These three—talents, knowledge, and skills—combine to create your strengths.
 - By learning to distinguish among these three items, you can identify your dominant talents and then in a focused way acquire the knowledge and skills to turn them into real strengths.
 - Identify your dominant talents.
 - Talents are the raw material for strength building. Identify your most powerful talents, hone them with skills and knowledge, and you will be able to live a strong life.
 - Use a common language to describe your talents.
 - The authors offer descriptions of the thirty-four most prevalent themes of human talent from which your five dominant talents are found.
- The Strengths-Finder Profile
 - This test was designed to help sharpen the reader's perception of their patterns of behavior and feelings in order to pinpoint their talents. Its purpose is to help the reader find where they have the greatest potential for finding strength. It provides the reader with their five most dominant themes of talent and a description of each theme. Each of these themes is a promise of strength, and that, when combined appropriately with their talents, can become real strengths that propel the reader to new heights of self-awareness and fulfillment in all aspects of their life.
- Use your strengths to your best advantage.
 - Don't let fear of failure, weakness, or knowledge of your true self keep you focused on your weaknesses and, consequently, in denial your strengths.
 - The key to living a strong life is to be able to replicate those moments of success and fulfillment in your life. To do this, you need to understand these moments deeply. Strong living asks you to be bold, to be perceptive, to listen for performance feedback from the outside world, and above all, to keep investigating your strengths despite the many influences pulling you away from them.
 - The difference between someone whose performance is acceptable and someone whose performance is consistently near perfect is very small. The difference between the exemplary mentor and the average boss might be simply a few more questions asked and a few more moments spent listening. The

secret to consistent near-perfect performance lies in these kinds of subtle refinements. You will need to study your strongest themes of talent and figure out how they combine to create your strengths. In this way, you might find that a small shift in emphasis from one theme to another, or a deepening of knowledge in one area, is all you need to help you make the leap from an average to an excellent performance.

The One Thing You Need to Know...About Great Managing, Great Leading, and Sustained Individual Success, Marcus Buckingham (The Journal of Staff Development, 2007).

Report by Beth Ann Williams, 2009.

The One Thing You Need to Know provides clear insight into three important subjects: managing, leading, and sustaining individual success.

To excel as a manager, Buckingham writes, one must never forget that each of his direct reports is unique and that one's chief responsibility is not to eradicate this uniqueness but, rather, to arrange roles, responsibilities, and expectations so that you can capitalize upon it.

To excel as a leader requires the opposite skill. A leader must become adept at calling upon the collective common needs, including the need for security, community, authority, and respect. For a leader, the most important need is for clarity. In order to transform the team's fear of the unknown into confidence in the future, a leader must use discipline in describing the future vividly and precisely.

To excel at sustaining individual success, one must find the right tactics and employ them, find one's flaws and fix them, and discover one's strengths and cultivate them. One must be willing to cut out of one's life any negative activity or person that would pull him off the path of his strengths, take responsibility in making significant course corrections, and allow one's self to sustain his highest and best contribution to the team as well as to the future the team is charged with creating.

The most important lessons I learned from this book pertained to a leader's points of clarity:

- Know who you serve. Being certain who you serve will keep you focused and enable you to achieve lasting positive results.
- Know your core strength. Understanding your core strength helps you to determine where you should be spending your time and money—and where you should not.
- Know your core score and know how to measure success. As a leader, you must sort through all the many things that can be measured and you must identify the one score that should attract attention in advance and be acted upon with great discipline and focus.
- Know what to do. Use actions as clarifiers rather than simple instruments of change. If a leader can lay out a few carefully selected actions, clarity is laid out in those actions and your followers can base their faith and confidence on these actions.

Persuasive Presentations: How to Get the Responses You Need, Nick Souter, Guy Billout (Sterling, 2007).

Report by Michael S. Barry, 2009.

The purpose of *Persuasive Presentations* is to help you communicate to others your thoughts, ideas, and visions by which important decisions can be made and understood. The material in this book is based on “The Five Principles of Rhetoric” established over 2000 years ago by Aristotle.

Highlights

- Giving presentations is how Americans do business. Many studies have shown that as leaders progress up the corporate ladder, as much as 75 percent of their workday may be spent giving or listening to a presentation.
- Understanding lenses and how to use filters puts the presenter on the same wavelength as the audience. “We see the world not as it is, but as we are.” (Anais Nin)
- Understand self through the Ned Herrmann model of the brain! Michael, in a nutshell, what does this model purport?
- There are five stages of change: Michael, I suggest listing the five stages of change according to Barry?
- The pitfall of “claim, value, and proof.” Michael, I suggest explaining why these words are pitfalls
- The mortal enemy of persuasion is confusion.

Important Lessons—Whom, What, How

- The “who” part of being prepared is to learn about you and your audience before the presentation; this will make or break the effectiveness of the presentation.
- The organizational diamond helps to formulate the “what” of your presentation. Being strategic about connecting specific facts to the purpose of your presentation solidifies the trust and confidence of your listeners, creating a memorable presentation in their minds.
- The “how” skills critical to communicating your thoughts, ideas, and visions, come after you have mastered your audience’s needs and organized the facts. You must now know how to deliver the message using language, both verbal and non-verbal communication techniques.
- The secret to getting others to agree and trust what you are saying lies in planning and preparation.
- The structure of the presentation and what gives it persuasiveness is effectively connecting the relevant information to your purpose.
- The presentation that lacks purpose lacks persuasiveness.
- A picture may be worth a thousand words, but a few words can paint a picture.
- The interactive CD will cement all of the tools you have learned and give you a canvas from which to attach your future presentation.

This book is short, sweet, and full of meat. Aristotle’s ideas about communicating to people are valid today. Souter makes the book a quick and easy read. However, using the

techniques in this book effectively will take the rest of your life. I give this book three thumbs up and highly recommend it for young and advanced leaders looking for a presentation model that will give them confidence when sharing their ideas, thoughts, and visions with others.

Predator State: How Conservatives Abandoned the Free Market and Why Liberals Should Too, James K. Galbraith (Free Press, 2008).

Report by John Crosthwait, 2009.

Having been a student of economics and the free market system, I thought *Predator State* would be a challenge, and that it would shed some light on the current local and global economic trends. In addition, the subtitle, *How Conservatives Abandoned the Free Market and Why Liberals Should Too*, particularly caught my interest. The book highlights the leadership styles of our U.S. Presidents in relation to economic policy since the Reagan revolution of nearly thirty years ago. The free-market rule has long been abandoned due to government involvement in industry regulation, free trade agreements with other countries, and subsidies (or, most recently, the bail outs of major banking firms, failing industries with little or no business plans, and perhaps on and on). The book reveals some surprising insights about the rise of income inequalities resulting from the economic policies of the Clinton Presidency, the information technology boom, and the strength of the dollar, despite a large and growing deficit in the trade balance. Enter the Bush administration; branded a conservative, Galbraith pointedly illustrates the big government result of the "corporate republic" bringing the methods and mentality of big business to public life. Galbraith states that that resulted in a predator state intended to divert public cash into private hands.

The interesting fact to me is that the relative successes of any of our presidential leaders have become similar. It seems that the economic strength of the U.S. significantly drives the leadership strength/popularity of our presidents. The phrase, "It's all about the economy," seems to be an overused term that has incredible standing in our faith of the leadership of decision makers.

I learned several lessons from reading and my own analysis of this book. A primary lesson was that the book had all the appearances of one that would be in direct conflict to my personal beliefs, experiences, and formal education. But, I discovered a good amount of credibility of thought flowing consistently through the book because it was, for the most part, factual. The book caused me to better evaluate my own perceptions of the free market and subsequently understand the forces at work in our economy and culture.

Primal Leadership: Learning to Lead with Emotional Intelligence, Daniel Goleman, Richard E. Boyatzis, and Annie McKee (Harvard Business School Press, © 2002).

Report by Robyn Harmon, 2009.

The purpose of this book is to explore the relationship between emotional intelligence and leadership in individuals, teams, and organizations. Leaders set the emotional standards for the group they lead, acting as guides in providing emotional stability or insecurity. The authors explore this phenomenon by describing how emotions can be "caught" like the common cold due to the fact that humans rely on the connections they have with others for their own emotional stability. We transmit signals that can alter hormone levels, cardiovascular function, sleep rhythms, and immune function of those around us. We all have experienced emotional stress and

felt how it erodes our ability to think rationally or accurately. In the organizations where we work, we, as leaders, can affect how people feel and therefore how they will perform.

The authors describe two types of leadership: 1) Resonant Leadership: being attentive to people's feelings, and 2) Dissonant Leadership: being out of touch with the feelings of those around us.

In addition, there are four domains to emotional intelligence:

- Self-awareness: Our ability to read our own emotions and recognize their impact by using our "gut" to guide decisions and our ability to accurately assess ourselves and our self-confidence.
- Self-management: Controlling our emotions, being transparent, adapting to changing situations, taking initiative, and being optimistic.
- Social-awareness: Sensing other's emotions and understanding their perspective, reading the currents and politics of the organization, and recognizing and meeting other's needs.
- Relationship management: Guiding and motivating with a compelling vision, using our ability to influence and develop others, being a change catalyst, resolving conflict, and building teams.

All of these domains are not innate talents we are all born with; they are learned abilities. There are two specific areas of the brain the authors discuss in detail. The first is the thinking brain, or neocortex, which is the area where we comprehend something after a single hearing or reading. The neocortex is the analytical and technical part of the brain, and it processes directions such as how to use a computer program or assemble a piece of furniture. Basically, this area of the brain can comprehend something after a single reading or hearing.

The second is the limbic brain. This area is much slower to learn. The limbic brain is the emotional brain and is often deeply ingrained with habits we have learned throughout our lives. In order to re-educate ourselves (e.g., change a habit), we need to practice and perform the new habit with repetition. The human brain can create new neural tissue throughout life. With this in mind, we can continue to grow and advance our emotional intelligence over a lifetime. In other words, you can teach an old dog new tricks, you just have to be patient and practice! Building emotional intelligence takes sincere desire and dedication. In addition, we must be able to understand the difference between our ideal self and our real self. In other words, making a lasting change in ourselves requires a strong commitment and an ability to envision ourselves in the future. We must have a concrete understanding of our philosophy of life because our philosophy determines our values and our values determine the leadership style we will gravitate toward.

There are six leadership styles described in the book. According to the authors, the most effective leaders act according to one or more of these styles and often switch between them as the situation changes. The first four boost performance while the last two should be used with caution.

- Visionary: Leaders in this category describe where a team is going but not how to get there. They let others experiment and innovate to determine the best pathway.
- Coach: This leader explores a person's life, their dreams, their goals, and their aspirations. Trust and rapport are important components.

- **Affiliative:** This leader values people and their feelings. There is more emphasis placed on emotions than on accomplishing goals and tasks. This style should definitely be used in collaboration with another leadership style when working with poor performers.
- **Democratic:** The strength to this leadership style is good listening. This leader brings out ideas from the team and explores how to implement and execute a vision collaboratively.
- **Pacesetter:** This leader sets a fast pace creating a challenging and exciting environment to get a team motivated. However, this approach can be exhausting and can poison a team over time.
- **Commander:** This leadership style is the least effective approach in most situations. It works best during a genuine emergency (e.g., a plane crash), when facing a hostile takeover, or when dealing with a problem employee.

This book provides incredible examples of success using the styles above as well as examples of failures when the leadership styles were either used inappropriately or were completely missing from a situation. The takeaway message from this book is that emotional intelligence and leadership are deeply entwined. To improve our leadership skills, we need to become resonant leaders by obtaining feedback, both through our self-assessment and from our teams. We need to tap into our empathetic side and understand that implementing different styles of leadership takes practice and repetition. And finally, we need to incorporate leadership into as many parts of our lives as possible in order to become an effective leader, including the organization we work in as a whole. The bottom line is that people join companies and leave managers. The more we can do to integrate these leadership competencies across an agency, the better the performance we will receive from all in the organization.

Primal Leadership: Learning to Lead with Emotional Intelligence, Daniel Goleman, Richard Boyatzis, and Annie McKee (Harvard Business School Press, © 2002).
Report by Chris LaPlante, 2009.

Primal Leadership is an informative book that focuses on the concept that leaders who radiate positive energy and enthusiasm spread those emotions contagiously throughout an organization. There are three main elements to the book that I will focus on here.

First, research shows that highly effective leaders exhibit strength in a number of emotional intelligence (EI) competencies. These competencies enable the leader to create resonance among employees. The four fundamental EI areas and associated competencies include:

- **Self-Awareness**
 - **Emotional Self-Awareness:** Possessing the ability to read one's own emotions and understanding their impact.
 - **Accurate Self-Assessment:** Knowing one's strengths and limitations.
 - **Self-Confidence:** Demonstrate ability to take on challenging assignments by knowing one's strengths and how to play to them.
- **Self-Management**

- Self Control: Manage disturbing emotions and impulses capably and channel them in a productive manner.
- Transparency: Exhibit an authentic openness about one's feelings, beliefs, and values. Transparency strengthens integrity.
- Adaptability: Juggle multiple demands without losing focus or energy.
- Achievement: Exhibit high personal standards that drive employees towards continuous improvement. Set measurable and challenging goals.
- Initiative: Seize opportunities, or create them, rather than simply waiting.
- Optimism: See opportunity rather than threat in setbacks. Be optimistic about future outcomes.
- Social Awareness
 - Empathy: Attune yourself to a wide range of emotional signals. Listen attentively and grasp other's perspectives.
 - Organizational Awareness: Be politically astute, able to detect crucial social networks, and read key power relationships.
 - Service: Monitor customer and client satisfaction to ensure they are getting what they need.
- Relationship Management
 - Inspiration: Embody what they ask of others and be able to articulate a shared mission in a way that inspires others to follow.
 - Influence: Find just the right appeal for a given listener and know how to build buy-in from key organizational members. Gain support for initiatives.
 - Developing Others: Show a genuine interest in those you are helping to develop; understand their goals, strengths, and weaknesses.
 - Change Catalyst: Recognize the need for change, challenge the status quo, and champion the new order.
 - Conflict Management: Be able to draw out all parties, understand differing perspectives, and find a common ideal everyone can endorse.
 - Teamwork and Collaboration: Generate an atmosphere of friendly congeniality and model respect, helpfulness, and cooperation.

Second, there are six predominant leadership styles through which you will incorporate the EI competencies listed above. The first four styles tend to radiate positive energy while the last two tend to radiate negative energy in an organization. The styles include:

- Visionary: Builds resonance by moving people toward shared dreams; has positive impact on organizational climate; makes it appropriate to implore when changes require a new vision or a clear direction is needed.
- Coaching: Connects what a person wants with the organizational goals; has a positive impact on climate; makes it appropriate to help an employee improve performance by building long-term capabilities.
- Affiliative: Creates harmony by connecting people to one another; has a positive impact on climate; makes it appropriate to heal rifts in a team, motivates during stressful times, or strengthens connections.

- Democratic: Values a person's input and gets commitment through participation; has a positive impact on climate; makes it appropriate to build buy-in consensus or to get valuable input from employees.
- Pacesetting: Meets challenging and exciting goals; is often highly negative on climate due to poor execution; makes it appropriate to get high-quality results from a motivated and competent team.
- Commanding: Soothes fears by giving clear direction in an emergency; can be highly negative on climate if misused; is appropriate in a crisis or to deal with a problem employee.

Finally, this book espouses that leaders are made, not born. Developing leadership skills may be accomplished through a self-directed learning process. In this method of learning, to be an effective leader involves five discoveries. They include:

- First Discovery: Determine who you want to be (the ideal self). This process involves uncovering your passion, energy, and excitement about life. It connects you with what you want in your life and work.
- Second Discovery: Determine who you are (the real self). Ask, what are my strengths and what gaps exist between my ideal and real self? This process involves an objective evaluation of who you really are. A 360-degree evaluation is an effective tool for the second discovery.
- Third Discovery: Develop a learning agenda to build on strengths and reduce gaps. This process involves setting goals, which build on your strengths that will enable you to manifest your ideal self.
- Fourth Discovery: Experiment with and practice new behaviors, thoughts, and feelings to the point of mastery. This process involves bringing bad habits into awareness, consciously practicing a better way, and rehearsing new behaviors at every opportunity until mastery occurs.
- Fifth Discovery: Develop supporting and trusting relationships that make change possible. This process is about developing relationships with coworkers that will provide needed support when you are placed in stressful leadership situations. Working with mentors and coaches provides additional opportunity to obtain feedback and support.

Overall, I really enjoyed this book. The emphasis on developing and exhibiting emotional sensitivity in the workplace resonates with me. I have found that caring, sensitive employees tend to make great team members and therefore it follows that leading with emotional intelligence creates a better work environment.

Quantum Leadership: A Resource for Health Care Innovation, 2nd Ed. Tim Porter-O'Grady and Kathy Malloch (Jones and Bartlett Publishers, 2007).
Report by Karen Ouzts, 2009.

Quantum Leadership presents more than just an argument for the need for new leadership in the 21st century; the authors also offer specific suggestions on how to lead during an era of chaos, complexity, and transition. Quantum theory provides for a new leadership framework,

which is needed to transition from the Industrial Age (or Newtonian) to the Age of Technology. The differences in the two concepts are listed below:

| <u>Newtonian</u> | <u>Quantum</u> |
|------------------|--------------------|
| Mass Production | Envision the whole |
| Compartmentalism | Integration |
| Reductionism | Synthesis |
| Analysis | Relatedness |
| Discrete action | Team action |

Quantum leadership theory suggests that the leader must actually be the *agent of change* rather than merely accept change in order to provide the structure for a different work environment. Differences in the work environment can be seen in the following list.

| <u>Newtonian Characteristics</u> | <u>Quantum Characteristics</u> |
|-----------------------------------|-----------------------------------|
| Vertical Orientation | Multi-focal characteristics |
| Hierarchical structures | Non-linear structures |
| Focus on control | Focus on relatedness |
| Reductionistic scientific process | Multi-systems scientific process |
| Top-down decision making | Center-out decision making |
| Mechanistic models of design | Complexity-based models of design |
| Process-driven action | Value-driven action |

The text book offers such a large amount of helpful advice, and the reader needs to take time to reflect on the ideas and concepts while trying to apply them as a leader. Suggestions in each chapter support concepts presented at RHIEL such as innovation leadership, emotional competence, and transformational coaching, to name a few.

Most Important Lessons

Since returning to public health practice I see the need to do our work differently. Quantum leadership practices can help us to do this by moving away from top-down decision making and moving toward center-out decision making. These practices will help us toward systems thinking in order to integrate silos both within and without our agencies. The current financial crisis may be a catalyst to force us to consider a new way of doing business.

The idea of leader as an agent of change is exciting because it not only confirmed some of my thoughts about change but also it gave specifics on what this means. The leader must provide the vision of change, ensure the response to change is adequate, and, more importantly, the leader considers if the demand for change is appropriate.

The transformational coaching concepts were particularly helpful because they mirrored much of the information we have learned at RIHEL. In addition, the idea of moving the organization away from a focus on responsibility toward a focus on accountability was intriguing. This movement requires a dramatic change in the way job descriptions and performance appraisals are structured. And, according to the authors, accountability has three elements that must be present in order to work: the right to decide and act, the power to decide and act, and the competence to decide and act.

Overall, the text affirmed my personal desire and style to focus on relationships with individuals within the system. Besides the need to envision the whole, it is necessary to focus on development of the individual to change the way we do our work in public health.

Reposition Yourself: Living Life Without Limits, T.D. Jakes (Atria Books, 2007).
Report by Aisha Williams, 2009.

I enjoyed reading *Reposition Yourself* and learned several things that I would like to highlight here:

- The stages we must go through in order to reposition ourselves for a life without limits:
 - Revelation: Discover our career, companion, etc. (Unveiling the challenge of accepting your purpose.)
 - Inspiration: The fuel that ignites the passion needed to fulfill your goal. (It is also the struggle that stands by and with us and our conquest.)
 - Formalization: Develops after the inspirational stage has been affirmed.
 - Institutionalization: Is where trouble begins; it's when things lose their savor and become mundane.
 - Crystallization: When deterioration has taken its toll. Do not get stuck in this stage!
- Life itself is not fair.
 - No matter who you are or what circumstances you may find yourself in, it's guaranteed that some aspects of your life will seem to limit you. However, you must not let what you do not have keep you from getting what you want.
 - In leadership, we come across several obstacles, (e.g., lack of funding, manpower, resources. etc.) Nonetheless, we must do what we have to and all that we can in order to achieve the final goal. We can't let our current situation limit us.
 - We must let the past strengthen us and not succumb to the rage and blame. "Anger without action leaves us bitter not better."
- Successful individuals have followed their bliss professionally so that who they are becomes synonymous with what they bring to everything they touch. They identify, create, and fulfill expectations of those around them, thus creating their personal brand. One great example is President Barack Obama.
 - Identity (who you are plus what you're about) + expectations (what others associate with your presence and gifting) = your personal brand (what you consistently contribute by your presence and gifting).
- Don't be afraid to blaze your own trail when necessary—knowing that you are very likely paving the way for the success of others behind you.
- Using the bow and arrow analogy: It is normal to retract before you release.
 - When shooting an arrow, you pull back on the arrow first, wait, aim, and release.
 - Similarly, we must do this in life. Those of us who have had setbacks in life often release and shoot further because of the setback and not in spite of it. Without the retraction the release does not have the same impact.

- Furthermore, aiming occurs during retracting. You must be patient and maintain the retraction until the time is right so that your release can be as strategic as possible. During this time, you are also able to evaluate the situation and make the best decision.
- When working for change in the community, remember:
 - “Success is not given in order to intimidate the oppressed. Nor can it be maintained if we only act as enablers to the needy. Both parties must act on each other behalf and accept the commitment to betterment.”
- Lastly, “You cannot lead without first learning how to lead yourself.”

Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion, Richard E. Boyatzis and Annie McKee (Harvard Business School Press, 2005).

Report by Tereasa Wallace, 2009.

The central theme of this book is that great leadership requires significant intention to take care to manage the "Sacrifice Cycle" that is inherent in positions of leadership. The cycle is one of sacrifice that must be followed by renewal in order to sustain one's effectiveness. The authors take the position that power stress is present in every position of leadership and that without awareness of it, and an understanding of how to respond to it and renew one's self in the face of it, anyone can succumb to behaviors that can quickly erode their best work. The book also provides tools in the form of very specific exercises to assist the reader in both deepening their understanding of the principles being presented and beginning to take the steps to practice the principles.

Resonant Leadership is the authors' second collaboration and builds on the work already described in *Primal Leadership*, and it expands the reader's understanding of the three key ingredients in the "social alchemy" they feel necessary to sustain and renew effective leadership. The authors describe mindfulness, hope, and compassion, and the critical importance of these skills for leadership, in a wonderfully readable manner. They provide their research, personal anecdotes of prominent leaders, neuroscience, and physiological research to layer the understanding of these concepts.

Their first concept, mindfulness, is defined by them as "being awake, aware, and attending to ourselves and the world around us." It is by being mindful that we can stay aware of what is needed both from us and for us in increasingly complex and ambiguous situations. Mindfulness allows us to remain flexible in our thinking and planning, in how we think, and how we respond.

Hope is basic to the renewal process that protects leaders from defaulting to behavior that works against them in their achievement of goals. Hope is a positive emotional state that can engage people who were previously disengaged or resentful without manipulation or authoritarian measures. It forms the foundation for inspiration, vision, and collaboration, and it is contagious. I found myself smiling and being much lighter even as I was reading.

The last component is compassion, which allows us to understand people's wants and needs, and motivates us to act on our feelings. It is also an element that exists without expectation of reciprocity or presence of pain or suffering. We can be compassionate toward anyone in any circumstance and it will resonate with them. Compassion allows us to operate from a position of authenticity that is very well understood by the receiver.

As I read the book, I found myself reflecting on my various positions over my career and how I was impacted by the power of stress and how I managed. It was a wonderful opportunity to really examine the times when I fell into a default position and how I worked and struggled my way out. So much of what they wrote about what happens to an individual, a team, or an organization when a leader ends up in the default position of dissonance, I had experienced at different times as an employee, teammate, and leader. I wish I had had access to a book such as this years ago. I appreciated the authors' attention to reflection and renewal and resetting ourselves and those around us for success. Their research, and that of many others, is clear in establishing the importance of the "soft side" to be effective in one's life work. The exercises were illuminating and I was impressed by how they were constructed and by how much information they gave to me when I was finished with them. The appendices are also very rich in more specifics to ground the reader in the practice of what they are trying to instruct.

Rocking the Boat: How to Effect Change Without Making Trouble, Debra E. Meyerson (Harvard Business Press, 2008).

Report by Ken Distler, 2009.

Rocking the Boat introduces us to the term "tempered radicals," which describes a person who wishes to not only contribute to an organization but also actually be successful by sticking to their values and beliefs and making some change without rocking the boat too much.

A tempered radical is an organizational insider that looks to sometimes contribute and make change in different ways from the typical person in the group; they walk the edge between conformity and radicalism in the dominant organizational culture.

The book's primary focus is to answer two questions without rocking the boat too much:

- How to actually effect change?
- How to express a tempered radicals identity and values that maybe different from the organization?

A tempered radical may make broad, sweeping changes that may be caused by some external force, such as a technological change. More commonly, it is a small incremental change that may appear to be imperceptible or even random but that can effect an entire organization. The incremental change is generally more inclusive of other people's thoughts and thus is incorporated easily into an organization.

A tempered radical is an everyday leader that pushes back on conventional expectations and challenges assumptions—they think out of the box. The tempered radical holds onto their beliefs but is flexible and chooses their battles carefully. The author gives an example of Robert Redford, a movie industry insider that has done his share of schlock movies but also has supported a large independent filmmaking industry.

The tempered radical background differences may include: gender, sexual orientation, social, cultural, philosophical, or ethnicity. The differences may not be apparent to everyone, so elevating them to people's attention could cause strife in the organization. It is important to seek alternatives and other options to confrontations, to include silence as a choice. A tempered radical may resist quietly and make incremental changes that fit their values.

The tempered radical does not normally raise conflicts. They typically provide ground truthing; however, the author describes conditions and responses to threats a tempered radical may encounter: Ken, does the term “ground truthing” need to be explained?

- Interrupt the momentum of a direction that is a threat early in conversation to ensure its consequences are more open.
- Correct assumptions or actions; point out corrections.
- Divert an encounter to take the interaction in a different direction.
- Use humor to release the tension.
- Delay the response—give time to consider alternatives and repercussions.

The tempered radical, by providing incremental changes, typically results in small wins that may evolve into a much larger significant change. Sometimes the tempered radical enlists others that may have similar backgrounds and values to obtain a positive end result. The ability to gather support is important to avoid conflict, misunderstanding, and for keeping various groups informed.

Meyerson describes difficulties a person may encounter being a tempered radical, including:

- Ambivalence: Having a love/hate relationship with an organization.
- Co-optation: Organizations generally want people to conform; over time, this can begin to shift the person’s values.
- Damage to reputation: By causing too much trouble, a tempered radical’s reputation could be impacted.
- Frustration and burnout: Because the tempered radical’s general approach is to use incremental change, a real concern is becoming cynical that real change may never occur.

A tempered radical leader is not generally the head of an organization, most stay in middle management due to the general incremental changes they seek. They lead by having supportive local relationships with peers and employees. They provide mentoring support, push folks to do their best, create opportunities for people to succeed, and champion their successes. By leading by example and confronting challenges, they encourage others to emulate those actions that will benefit the organization. Their talent is to inspire people to make change.

The Secret Language of Leadership: How Leaders Inspire Action Through Narrative, Stephen Denning (Jossey-Bass, 2007).

Report by Sondra Manske, 2009.

In *The Secret Language of Leadership*, Denning explains the type of communication that is needed for transformational leaders to be effective. The purpose of transformational leaders is to change the world by continuing to demonstrate enthusiasm for a common goal. Denning explains that we are taught to communicate with others in a way of defining a problem, analyzing that problem, and recommending solutions based on the analysis performed. However, Denning says that the human brain processes information very differently; mainly, the brain thinks and makes decisions in the form of a story. Transformational leaders affect change only

when they communicate to their audience in a form of a story, which is the exact opposite of what we are taught, that is, analytic is good and anecdotal is bad. Additionally, most are surprised to learn that storytelling is the key to leadership communication.

Denning goes into detail about the steps and enabling techniques required to elicit enthusiasm for change. The four steps, in order, are: getting attention, stimulating desire, reinforcing with reasons, and continuing the conversation. Some of these steps will take more time than others to obtain the desired outcome because audiences are different in composition and feeling about the goal or change idea. In getting the audience's attention, the main focus of the speaker is to trigger emotion in a pertinent, unexpected, and personalized way at the same time as directing their attention to the goal.

Stimulating desire is the most difficult step. The speaker must communicate the memorable, worthwhile, positive idea to the audience via storytelling. And the speaker must ensure the idea becomes the audience's by soliciting members for input (allowing members to generate their own story) and by being positive for the members, not just the corporation, for example. To solidify the desire, the leader must follow up with reasons for change.

Statistics can create a defensive reaction among audience members, especially if they are cynical or skeptical. Reinforcing with reasons is done more effectively by storytelling. Storytelling provides a more concrete way of explaining the whys and hows of the change idea. Many make the mistake of reasoning too abstractly. Helpful tips include a present or future time setting. If you describe how the change will work, usually the story falls into future tense creating issues with credibility since the future is hard to predict. The speaker needs to ensure the story is plausible to reassure the audience. Other tips include creating a neutral tone (you are just clarifying the rationale for change), presenting the reasons in the eyes of a character that the audience can relate to (usually a fictional character that "looks" like the members of the audience), and relating the story to prior stories that have stimulated desire for change.

The three previous steps make up the leadership conversation. The conversation between the leader and followers must continue to maintain momentum. In this section of the book, Denning defines conversation. It truly is person-to-person, not role-to role as in a hierarchical structure. To engage people in conversation, leaders should ask open-ended questions; level with people (no hidden agendas); show vulnerability by admitting lack of knowledge, ask for help, or admit wrong doing; build on the inputs of others; share stories; and have participants tell each other's stories. Denning goes on to say that stories stimulate creativity, turn objects into living things, remove us from our own world to engage us in someone else's world, and facilitate learning and openness. Continuing these conversations are imperative to accelerate enthusiastic implementation and to deepen the relationship among those who leaders choose to mobilize for change.

Articulating a clear and inspiring goal (the leader), committing to the goal, understanding the audience's perspective (story), using narrative intelligence, telling truthful stories, and deploying body language make up the six enablers. Enablers are the foundations for the change transformational leaders want to see. If we do not figure out the enablers before doing the steps, the story could have some impact, but it will not truly inspire monumental change.

Some of these enablers are self-explanatory, including the goal, the leader's commitment to the goal, truthful storytelling, and body language. Understanding the audience's story is imperative, especially when dealing with challenges of today's audiences, such as a diverse workforce that is not tolerant of today's managerial practice exhibited by top-down preaching,

control, one-sided demands, etc. If a leader does not know the current story of the audience, the leader cannot be effective in communicating the goal and stimulating desire.

Denning states that the human learns and changes behavior based on three components: direct experience, observation, and symbolic learning. Direct and observed experience is self-explanatory. Symbolic learning is explained as storytelling. Symbolic learning must appeal to reason and intuition and use direct or indirect narrative. Direct narrative is painting a detailed picture through language. Indirect narrative is painting a framework for the audience to fill in, especially in relation to how they personally fit in with this change. Therefore, narrative intelligence is the knowledge of how to use these key components, maybe concurrently or sequentially, depending on the audience, to affect behavior change.

Denning sums up the relation between the steps and enablers nicely, (see page 211). In a way, the language of leadership is no more than common sense. Stress the negative and people pay attention. Tell people about examples where a change has already happened and they begin to imagine how it could occur in their lives. Get people interested in the change and suddenly they're willing to listen to reasons. Put reasons in the form of stories and people remember them. Commit to a clear, worthwhile goal and you find this helps generate sustained enthusiasm. Understand the stories that your listeners are living and you discover they're not as intransigent as you imagine. Use body language that reflects an intention to communicate and people can see that you mean it. Implementing these simple principles and patterns and sequences in our discourse has a dramatic effect on whether people listen to and act on what we say—or not.

The Secret Language of Leadership: How Leaders Inspire Action Through Narrative, Stephen Denning (Jossey-Bass, 2007).

Report by Lisa VanRaemdonck, 2009.

What was the difference between Al Gore the presidential candidate and Al Gore the environmentalist? Why weren't people convinced by him as a presidential candidate, but such a short time later so willing to change lifestyles and habits when he made the case for climate change? Stephen Denning explains that Al Gore, the presidential candidate, made some very common communication mistakes in transformational leadership: unclear and uninspiring goals, lack of total commitment for change, incongruent body language, misread of the audience, lack of narrative intelligence, didn't tell the truth, attention was misdirected, he was unable to elicit desire for change, his reasons backfired, and the conversation died.

Denning encourages leaders who are trying to lead through change and transformation to think beyond the traditional communication method of defining a problem, analyzing the problem, and recommending a solution. He instead provides a more narrative approach for getting the audience's attention, stimulating desire for a change/different future, and reinforcing the desire with reasons. Denning describes how when Gore returned to the public eye to talk about climate change, he was a different person and did not succumb to the same mistakes.

Denning also provides a list of what he calls "Key Enablers," which are conditions that make the "language of leadership" stick. Many of these positive conditions were evident in communication from Al Gore, the environmentalist. The enablers are:

- Articulating a clear and inspiring change idea
- Committing to the story of change
- Understanding the audience's story (to be able to share your story in their terms)

- Cultivating narrative intelligence (understanding all the methods and strategies of narrative communication)
- A commitment to telling authentically true stories
- Using the body language of leadership

The most useful part of the book for me was the discussion of Narrative Intelligence. Described in the same way as other "forms" of intelligence, narrative intelligence is "an understanding of and a capacity to navigate through a world of interacting narratives." This is not a concept that is understood in a moment, it takes some thinking and consideration to understand how narrative intelligence connects to daily life. To this end, Denning details practical aspects of narrative by describing a variety of narrative techniques. The author used many examples to illustrate his points and described connections to other leadership books I have read.

Overall, the book was filled with good information, especially for those interested in using narrative communication to engage a group of people in a differently imagined future. It was, however, a bit long and challenging to read.

Secrets of the Millionaire Mind: Mastering the Inner Game of Wealth, T. Harv Ekler (HarperCollins Publishers, 2005).
Report by Jon Surbeck, 2009.

I was drawn to *Secrets of the Millionaire Mind* after completing the *Millionaire Mind* by Thomas J. Stanley, Ph.D. Stanley wrote a series of reports relating to the scientific study of behaviors associated with net/net-millionaire worth. His studies encouraged me to consider a broader application of his results.

Ekler's book, *Secrets of the Millionaire Mind*, embraces the theory of visualization, inner-personal study, and conditioning. Ekler and Stanley both suggest personal conditioning is the single most influential factor in one achieving actual wealth/success, translation, and mind mapping.

Mind mapping represents prior conditioning, which influences our perspective on any subject or issue. We process stimuli and it becomes our frame of reference. I was jolted into considering that all of our individual and collective positions owe their root origin to some influencing input, real or imagined.

The biggest epiphany, however, was the concept that mental mapping is not necessarily permanent. We have the power to reprogram our thoughts, values, beliefs, and actions. I was left wondering how often we stop to consider the origin or the foundational beliefs that are influencing our decisions and if the basis for the perceived position continues to be, or ever was, actually accurate. Ekler suggests that nothing has any value except the value we attribute to it.

As an aside, while we were in Aspen, a report was released that suggested there was some evidence Alzheimer's may be significantly slowed and the adverse impact of the ailment reduced by, in essence, re-mind mapping. For example, learning a new language, or teaching one's self to be ambidextrous.

In my mind's eye the leadership application connection is limitless. We must challenge the traditional beliefs associated with leadership and management. Hasn't it been suggested that the definition of insanity is doing the same thing over and over again, expecting a different outcome? My take-away was that effective leaders stay fresh and are constantly relevant because

they retool, reboot, and remind map. If leaders aren't constantly evolving, they are rapidly working to become extinct.

The reading of these books was thought provoking, and reminds me that valuable lessons are wherever you find them; they aren't confined to leadership guru books.

Smart Questions: The Essential Strategy for Successful Managers, Dorothy Leeds (Berkley Books, 2000).

Report by Phil Strobel, 2009.

I am intrigued by the power of questions, perhaps because my natural communication style in meetings relies heavily on statements. In many meetings, it is often a key question that clarifies an issue or that rallies a group to support an idea. There are very few people who consistently demonstrate excellent use of questions—and many others who misuse or overuse questions. Like most skills, I think that effective use of questions can be learned. I read this book to help me begin to understand and use this skill.

Smart Questions begins by discussing the advantages of asking questions over making statements. The various ways that questions can be used are outlined and then detailed later in the book. Leeds discusses how to ask smart questions and how to avoid misusing questions.

Most importantly, the best questions are open questions; open questions are not designed to get quick facts or yes/no answers. Open questions engender thought and discussion, and they can help to build trust, open communications, get full participation, and find solutions. Open questions often require significant thought to create compared to making statements. When used well, open questions consider the respondent's position and personality. They are based on the specific situation and the results desired. There are many occasions where it makes sense to plan the questions in advance, and Leeds makes the case that with practice, using open questions becomes second nature.

This book also discusses many ways that questions can be misused. These uncomfortable situations are familiar in the workplace and serve as a caution to practice using questions judiciously. Questions are often used to manipulate subordinates, add stumbling blocks to a process, or to avoid addressing difficult situations. Some cannot seem to resist asking questions to show off their own expertise. While others use questions so reflexively it seems to be their only way to communicate. In these cases, the questioner comes across as inauthentic, disinterested, or untrustworthy.

The bulk of this book is dedicated to teaching the reader how to use smart questions in specific work situations. For managerial situations, Leeds has a section titled "Getting the Most from Your Staff," and for personal situations, the section is "Getting Ahead."

I learned a great deal from this book and I will refer back to it often. The book suffers somewhat from its 1987 publication date. The stories relayed sometimes feel dated, and occasionally reflect the me-first Gordon Gekko-ism of that time. I am interested to find additional books or coaching guides that provide insight into what makes a great question. Overall, this solid guide to asking smart questions allows the reader to gain skill in the first reading, and it can be referred to again and again as specific circumstances arise.

Stand and be Counted, David Crosby and David Bender (Harper Collins World, 2000).
Report by Jeff Berschling, 2009.

Stand and Be Counted is a collection of stories about musicians and others who felt compelled to take leadership roles for important social issues. The book chronicles a variety of songs and benefit events that were created and led by individuals who, in many cases, had much more to lose than they could ever hope to gain. For some, the motivation was witnessing social injustices first-hand, for others it was about taking a stand based on long-standing, personal principles. With surprising clarity, David Crosby recounts these events through the stages of conception, implementation, and more importantly, post-implementation. In each stage, there are a variety of lessons for a developing leader to learn.

Although there are a number of great leaders mentioned in the book, one basic leadership style seems to persist. One could label it: following the heart and going for broke. While not all of these leaders were as immediately effective as they would have liked to have been, it is still interesting to see the chain-reaction of events and influences on Rock and Roll's elite and the effects on them directly. In summary, due in large part to the unique and personal relationships the authors had with the subjects, the book gives a historical yet interesting perspective on a number of socially-driven musical events.

Important Lessons

- Follow your heart—probably the best motivating factor there is.
 - All the examples were people who were driven to act.
 - Helps to keep things moving through in tough times.
 - Not a replacement for organization however.
- Be persistent and don't expect immediate results.
 - Many activities were done but results were not immediately realized. It wasn't until later that they found out they actually made a difference in a politician's views or actions.
 - Real change takes time and persistence, even in seemingly obvious situations.
 - Many leaders got burned out and over consumed.
- Keep your eye on the bigger objective, (i.e., don't just raise money without a good plan for spending it).
 - It does no good to raise a bunch of money if it takes 10 years and 90 percent of it to get it distributed to those who need it.
 - Some issues are very complex with many considerations to take into account. Know your issues, know the limitations and alternatives.
- Don't be afraid to think big and unconventionally.
 - Often the initial actions spur more significant actions later. Social change is slow. The greater the change the harder the push required.

Synchronicity: The Inner Path of Leadership, Joseph Jaworski (Berrett-Koehler Publishers, 1998).

Report by Danica England, 2009.

Synchronicity is defined as “a meaningful coincidence of two or more events, where something other than the probability of chance is involved.” Jaworski's book theorizes that when

true leadership principles and a heartfelt desire to serve mankind characterize a leader's actions, synchronous events follow.

The book uses the analogy of the hero journey to describe the progress of a leader through his or her lifetime. Just as Herman Hesse's *Siddhartha* sets out on a journey to enlightenment, going through a number of realizations that change him before reaching this goal, so the leader may start out on one path with a very a limited definition of success and leadership only to go through a number of experiences that change him. Eventually, a true leader will realize that cultivating and nourishing relationships is the hallmark of a truly great leader.

Throughout the book, the author details his own journey through life to describe the path that led him to what he calls spiritual leadership.

Part I: Preparing to Journey

Jaworski discusses his "first life" as a very successful litigator and partner at a law firm. He had married his high school sweetheart and they were raising a son. He worked long hours, entertained clients, and rarely spent much time at home. He supposed that he had achieved success. When he was 41, he came back from a weekend trip entertaining clients and his wife told him she had fallen in love with another man and was leaving him. This event was cataclysmic for him and caused him to question the value of everything he had achieved. He started experiencing his life differently, valuing each day as precious, and over time he lost the need to control the details of his day to day life, preferring instead to spend more time experiencing seemingly mundane things and finding joy in them. This new perspective allowed Jaworski to create connections with people like never before.

Part II: Crossing the Threshold

In this section, Jaworski recounts his search for his own destiny and his call to adventure. He had a vision of creating a leadership institute that would bring high achievers together to allow them to experience themselves and each other in a new way. The goal of this institute was to find a way "to dissolve the perception of separateness among the fellows in order that they might work together and experience one another on a different plane." He writes, "When people join together and go beyond their habitual way of being as a group, even more possibilities open up." Jaworski fulfills his dream in this section by creating the progressive leadership institute.

Part III: The Hero's Journey

Some lessons that Jaworski shares with his readers in this section:

- Everything in our world is interconnected with everything else.
- We must be very mindful of the "blocks" that arise when we work together in a group; combating these blocks is necessary to reach a high level of group functioning. This will lead to synchronous events. We must also be alert and self-aware so that when opportunity presents itself, we are primed to take advantage.
- Humans have an innate capacity for collective intelligence, and this can be reached via dialogue.
- It is critical to have partners in different segments, i.e., between public and private sector.
- It is also critical to remain self-aware so that we can be aware of "traps" that arise from our old habits of thought.

- Be flexible in pursuing goals, and only pursue goals which are done for their own sake. (There should not be a selfish motivation.)
- Inner reflection is critical to making progress towards our self-less goals.
- “A crucial part of our life’s journey is the struggle to overcome our accumulated baggage in order to ultimately operate in the flow of the unfolding generative order.”
- A thorough commitment to our vision is necessary so that we can overcome seeming hurdles to enact creative solutions.

Part IV: The Gift

Jaworski continues to recount the progress of his life in terms of his changing awareness of his relations with the rest of the world. His leadership institute thrives, and he goes on to accomplish many other endeavors around the study of leadership. Some lessons he offers in this section:

- “The moment one definitely commits one’s self, then providence moves too.” (MN Murray, *The Scottish Himalayan Expedition*)
- Jaworski describes his experience of learning how to self-actualize and realize his maximum potential in the context of service to humankind. He developed a great sensitivity to his inner voice and realized many of his intuitions were sensitive to the “unfolding generative order.”
- If we are patient and sensitive to the flow of relationships around us, there is a principle of economy of means that is enacted. Jaworski writes, “When that moment came, with just the slightest gesture, all sorts of actions and results were brought into being.”
- Our inner voice will help us to understand what it is that wants to manifest in the world.
- “All human beings are part of that unbroken whole which is continually unfolding. One of our responsibilities in life is to be open and learn, thereby becoming more capable of sensing and actualizing emerging new realities.”

***Tribes: We Need You to Lead Us*, Seth Godin (Portfolio, 2008).**

Report by Umit Kaya, 2009.

Although this book is short, it is filled with great information and inspirational ideas. Godin is a marketing guru, and this book demonstrates his expertise in how to use marketing for leadership. For Godin, marketing is about engaging with the tribe and delivering products and services with stories that spread; today, markets want change. In the context of this book, a tribe is “a group of people connected to one another, connected to a leader, and connected to an idea. For millions of years, human beings have been part of one tribe or another. A group needs only two things to be a tribe: a shared interest and a way to communicate.” But tribes need leadership. Sometimes one person leads, sometimes more. Godin lays out the new way of leadership, and he empowers everyone to lead.

By using new tools on the internet, it is easier to form and lead tribes, coordinate action, and grow quickly. No longer is the question, “Is it possible for me to do that?” Now, the question is, “Will I choose to do it?”

Other highlights:

- Heretics are new leaders who challenge the status quo; they create movements.
- In a battle between two ideas, the best one doesn't necessarily win. Rather, the idea that wins is the one with the most fearless heretic behind it!
- New rule: If you want to grow, you need to find customers who are willing to join you, or who believe in you, or who donate to you, or who support you. The only customers willing to do that are looking for something new.
- If leadership is the ability to create change your tribe believes in, and the market demands change, then the market demands leaders!
- The great leaders create movements by empowering the tribe to communicate. They establish the function for people to make connections, as opposed to commanding people to follow them.
- Faith is critical to all innovation. Without faith, it's suicidal to be a leader, to act like heretic!

One simple marketing formula that could be used in leadership:

- Ideas that spread, win.
- Boring ideas don't spread. Boring organizations don't grow.
- Working in an environment that's static is no fun.

Another simple formula for leadership from the book is:

- Do what you believe in.
- Paint a picture of the future.
- Go there.
- People will follow.

Godin also includes in the book sample success stories and analysis of those stories. One of them is the story about the work of Jerry Sternin. Sternin went to Vietnam to try to help starving children. His process was simple, but successful. Sternin's formula: find leaders, amplify their work, give them a platform, and help them find followers—and things will get better!

Another important observation Godin makes is that "leaders have nothing in common." They don't share gender, income level, or geography. There's no particular gene, school, parentage, or profession. In other words, leaders aren't born. The only thing leaders have in common is the decision to lead!

The 21 Indispensable Qualities of A Leader: Becoming the Person the People Will Want to Follow, John C. Maxwell (T. Nelson, 1999).

Report by Tony Congram, 2009.

If leadership develops from the inside out, as Maxwell proposes, we must first develop sound leadership qualities within our core being. This book provides a basic and straight-forward tact for challenging leaders with twenty-one basic qualities that constitute a foundation from which we can bring forth life-changing and world-changing actions.

While all twenty-one qualities are integral to leading successfully, in the interest of this assignment's scope, I have summarized those which are challenging to me and that have given

new insights. This subset (in alphabetical order) will be presented with a summary of important personal lessons I have gathered from the author's discussion of the individual points.

- *Quality #2 Charisma:* Maxwell writes: "People enjoy leaders who enjoy life," and "...expect the best from others." Pride, moodiness, insecurity, perfectionism, and cynicism derail charisma, and are obvious detriments to effective leadership. In life, we tend to think of charisma as an inherent trait (like voice, good hair, etc.). This enlightening discussion has provided me encouragement to know that yes, I have the power to bring the true charisma of unselfishness, thoughtfulness, and happiness to my leadership experience.
- *Quality #3: Commitment:* As a leader, it is humbling to realize that everyone you lead is depending on you. Ask yourself if you're truly committed. The author notes that when you must face obstacles and opposition, commitment may be the only thing that carries you forward. Maxwell proposes that there are four types of people: 1) "Cop-outs" have no goals and no commitment, 2) "Holdouts," don't know if they can reach the goal, so they are afraid to commit, 3) "Dropouts," who start but quit when the going gets tough, and 4) "All-outs," people who set goals, commit to them, and pay the price to reach them. This section really hit home. I see a lot of "hold-out" in my personality. This book has awakened me to the pitfalls of the hold-out syndrome.
- *Quality #6: Courage:* Maxwell's summary of the holistic importance of courage in our lives: "Your life expands in proportion to your courage." Courage gives us the ability to win our inward battle, let go of the familiar, make things right, and gain commitment from followers. This is a powerful topic, and begs my serious contemplation.
- *Quality #8: Focus:* This chapter changed my paradigm on time management. The author proposed that 70 percent of our time and energy should be spent on our strengths, 20 percent on new things, and only 5 percent on areas of weakness. "If you chase two rabbits, both will escape." Where am I investing my time? Are the areas of weakness distracting me from leadership success?
- *Quality #9: Generosity:* Maxwell summarizes this point by saying, "Giving is the highest level of living," and also quotes Indian poet Rabindranath Tagore, who said, "All that is not given is lost."
- *Quality #10: Initiative:* Hesitation is a leadership killer. Initiative is engendered by knowing what you want, pushing yourself to act, taking risks, and being willing to make mistakes. Lee Iacocca once stated: "Even the right decision is the wrong decision if it is made too late."
- *Quality #14: Problem Solving:* I liked the comparison of "winners" to "whiners." Which camp am I in? To solve problems I must learn to better anticipate problems, accept the truth, see the big picture, don't give up a major goal when I'm down, and remember to keep my focus on one thing at a time.
- *Quality #15: Relationships:* Maxwell did a nice job of addressing the idea of relationships. The leader must have a leader's mind to understand people; have a leader's heart to love people; and extend a steady hand to help people.
- *Quality #17: Security:* Secure leaders believe in themselves, believe in others, know their own weaknesses, and unselfishly celebrate the success of others. Insecure

leaders are especially dangerous by not providing security for others, always taking more than they give, feeling threatened, “hogging” the credit, and ultimately limiting organizational growth and excellence.

- *Quality #19: Servanthood:* This quality is fueled by love. Great leaders see a need, seize the opportunity, and serve without expecting anything in return.
- *Quality #21: Vision:* Vision leads the leader, paints the target, sparks and fuels the fire within—and for others to follow. I’ve heard that vision starts from within, but Maxwell suggests that within us are voices that produce this vision: “Unhappy voices” that are not content with the status quo, “successful voices” that may emulate a treasured mentor, and a “higher voice” that invites God into involvement with our vision.

The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, John C. Maxwell (Thomas Nelson Publishers, 1998).

Report by Dawn James, 2009.

This book was easy to read and offers practical and inspiring guidance and suggestions on how to become the leader one aspires to be. It cites numerous successes and failures made by well-known and respected leaders throughout the world. Maxwell asserts that there are (at least) 21 characters or laws that a leader has either naturally, or attains through life.

- The Law of the Lid determines a person’s level of effectiveness and the potential impact of your organization. Maxwell believes that what you will accomplish is restricted by your ability to lead others. He uses the example of the McDonalds fast food chain. The originators of McDonalds couldn’t imagine that anyone other than those who live in their town in California would want to eat at a McDonalds in Arizona, for example. But after Ray Kroc bought the rights to the restaurant, the rest is history.
- The Law of Influence states that if you don’t have influence, you will never be able to lead others. True leadership cannot be awarded, appointed, or assigned. It must be earned. Maxwell uses Mother Teresa as an example of the impact influence has. Seven factors play into influence, they include:
 - Character: the inner person.
 - Relationships: the deeper the relationships, the stronger the potential for leadership.
 - Knowledge: having information is vital to a leader.
 - Intuition: being tuned into intangibles such as energy, morale, timing, and momentum.
 - Experience: where the leader has been and the challenges that you’ve faced in the past.
 - Past Successes
 - Ability: what the leader is capable of doing. Maxwell used the example of Abraham Lincoln to demonstrate how important ability is.
- The Law of Process means leadership develops daily, not in a day. The phases of leadership growth include:
 - Phase 1: I don’t know what I don’t know.

- Phase 2: I know that I need to know.
- Phase 3: I know what I don't know.
- Phase 4: I know and grow, and it starts to show. When you recognize your lack of skill and begin the daily discipline of personal growth.
- Phase 5: I simply go because of what I know. "The secret of success in life is for a man to be ready for his time when it comes." Benjamin Disraeli
- The Law of Navigation says that followers need leaders who are able to effectively navigate for them. Maxwell says that good navigators count the cost before making commitments for themselves and others. They examine not only measurable factors such as finances, resources, and talent, but also intangibles such as timing, morale, momentum, culture, etc. I liked this quote from the book: "Being able to navigate for others requires a leader to possess a positive attitude. You've got to have faith that you can take your people all the way. If you can't confidently make the trip in your mind, you're not going to be able to take it in real life."
- The Law of Addition was one of my favorite parts of the book. The bottom line in leadership isn't how far we advance ourselves, but how far we advance others. That is achieved by serving others and adding value to their lives. There are four kinds of people: adders, multipliers, subtractors, and dividers. In order to add value to other's lives, we need to be adders and multipliers! The other thing that I really appreciated and applied to my own situation is the fact that the best place for a leader isn't always the top position, nor is it the most prominent or powerful place. It's the place where I can serve the best and add the most value to other people.
- The Law of Solid Ground is when a leader's character is strong; people trust him, and they trust in his ability to release their potential. That not only gives his followers hope for the future, but also it promotes a strong belief in themselves and their organization. Maxwell suggests that we focus on three main areas: integrity, authenticity, and discipline. To develop your integrity, make a commitment to yourself to be honest. Don't shave the truth. To develop authenticity, be yourself with everyone. Don't play politics, role play, or pretend to be anything you're not. To strengthen your discipline, do the right things every day regardless of how you feel.
- The Law of Respect means that people naturally follow leaders who are stronger than themselves. Maxwell used the example of Harriet Tubman who guided more than three hundred people out of the South during the Civil War. The factors that play into gaining other's respect include: natural leadership ability, respect for others, courage, success, loyalty, and adding value to others.
- The Law of Intuition says that reading people is perhaps the most important intuitive skill leaders can possess.
- The Law of Magnetism means who you are is who you attract. Maxwell says that if you think your people are negative, you'd better check your own attitude. Attitude is one of the most contagious qualities a human being possesses. People with good attitudes tend to make people around them feel more positive. Those with a terrible attitude tend to bring others down.
- The Law of Connection states that for leaders to be effective, they need to connect with people. Maxwell says this is because you first have to touch people's hearts before you ask them for a hand. Guidelines for connecting include: (1) connect with

yourself, (2) communicate with openness and sincerity, (3) know your audience, (4) live your message, (5) go to where they are, (6) focus on them, not yourself, (7) believe in them, and (8) offer direction and hope.

- The Law of the Inner Circle says that a leader's potential is determined by those closest to him. When assessing those whom you have circled yourself with, you need to ask these questions:
 - Do they have high influence with others?
 - Do they bring a complementary gift to the table?
 - Do they hold a strategic position in the organization?
 - Do they add value to me and to the organization?
 - Do they positively impact other inner circle members? "Look only for lifters for your inner circle."
- The Law of Empowerment says that only secure leaders give power to others! Enlarging others makes you larger.
- The Law of the Picture suggests that people do what people see. Model the way.
- The Law of Buy-In means that people buy into the leader, then the vision. Maxwell suggests the following to help earn credibility with individuals:
 - Developing a good relationship with them.
 - Be honest and authentic and develop trust.
 - Hold yourself to high standards and set a good example.
 - Give them the tools to do their job better.
 - Help them to achieve their personal goals.
 - Develop them as leaders.
- The Law of Victory means that leaders find a way for the team to win. There are three components of victory: (1) Unity of vision: teams succeed only when the players have a unified vision. (2) Diversity of skills. (3) A leader dedicated to victory and raising players to their potential.
- The Law of the Big Mo says that momentum is a leader's best friend. Many times momentum is the only thing that makes the difference between losing and winning. Maxwell says that momentum begins inside the leader and spreads from there. Leaders must model the attitude and work ethic that they would like to see in others.
- The Law of Priorities says that leaders understand that activity is not necessarily accomplishment. Maxwell asserts that "when we are busy, we naturally believe that we are achieving, but busyness does not equal productivity." The three Rs to evaluate your priorities include:
 - What is required?
 - What gives the greatest return?
 - What brings the greatest reward?
- The Law of Sacrifice says that leaders must give up to go up. Maxwell used Martin Luther King's story as an example of the Law of Sacrifice.
 - There is no success without sacrifice. Life is a series of trades, one thing for another.
 - Leaders are often asked to give up more than others. The heart of leadership is putting others ahead of one's self.

- You must keep giving up to stay up. Sacrifice is an ongoing process, not a one-time payment. Anytime the step is right, a leader shouldn't hesitate to make a sacrifice.
 - The higher the level of leadership, the greater the sacrifice.
- The Law of Timing says that when to lead is as important as what to do and where to go. (1) The wrong action at the wrong time leads to disaster. (2) The right action at the wrong time brings resistance. (3) The wrong action at the right time is a mistake. (4) The right action at the right time results in success. Maxwell gives a list of factors that help prepare for the timing of your actions:
 - Understanding: Do you have a firm grasp on the situation?
 - Maturity: Are your motives right?
 - Confidence: Do you believe in what you are doing?
 - Decisiveness: Can you initiate action with confidence and win people's trust?
 - Experience: Have you drawn upon wisdom from others to inform your strategy?
 - Intuition: Have you taken into account intangibles such as momentum and morale?
 - Preparation: Have you done everything you must to set up your team for success?
- The Law of Explosive Growth means that to add growth, lead followers; to multiply, lead leaders. If you develop yourself, you can experience personal success. If you develop a team, your organization can experience growth. If you develop leaders, your organization can achieve explosive growth.
 - Leaders who attract followers...need to be needed.
 - Leaders who develop leaders...want to be succeeded.
 - Leaders who attract followers...develop the bottom 20 percent.
 - Leaders who develop leaders...develop the top 20 percent.
 - Leaders who attract followers...focus on weaknesses.
 - Leaders who develop leaders...focus on strengths.
 - Leaders who attract followers...treat everyone the same.
 - Leaders who develop leaders...treat individuals differently.
 - Leaders who attract followers...spend time with others.
 - Leaders who develop leaders...invest time in others.
 - Leaders who attract followers...grow by addition.
 - Leaders who develop leaders...grow by multiplication.
 - Leaders who attract followers...impact only people they touch.
 - Leaders who develop leaders...impact people beyond their reach.
- The Law of Legacy says that a leader's lasting value is measured by succession.
 - Know the legacy you want to leave.
 - Live the legacy you want to leave.
 - Choose who will carry on your legacy.
 - Make sure you pass the baton.

When Teams Work Best: 6,000 Team Members and Leaders Tell What It Takes to Succeed, Frank LaFasto and Carl Larson (Sage Publications, 2001).
Report by Cathy White, 2009.

The early chapters of *When Teams Work Best* focus on the success of a team and the interaction and work of effective team members. Six factors that distinguish an effective team member are highlighted:

- Has experience
- Problem-solving ability
- Openness
- Supportiveness
- Action orientation
- Positive personal style

Most importantly, the lesson I learned is that “attitudes, styles, and interaction patterns of team members have a direct impact on performance outcomes.”

Team relationships that are open and supportive allow teams to work more collaboratively and, in the end, the team can more effectively deal with contention and resolve differences. Dealing with issues openly and supportively requires offering and receiving feedback in a constructive manner. The authors suggest the Connect Model. This model recognizes that a relationship is a paired experience between two people, a process that is done with someone rather than to someone. Four requirements to build the effective relationship include:

- Commitment to the relationship
- Neutralize defensiveness
- Explain and echo each perspective
- Change one behavior each

The authors provide methods for team problem solving. Components to consider in solving team problems include: focus, climate, and communication. This chapter also provides a problem-solving model. The factors necessary for this model to be successful include the team developing and consistently moving toward an established goal, and the ability to focus the team members’ energy on the goal. This energy involves physical and spiritual as well as mental energy.

A simple yet effective problem solving model is suggested. This model is titled, “The Single Question Model Format,” which focuses the team’s efforts on one question or problem. The components of this model are:

- Identify the problem (a single question).
- Create a collaborative setting.
- Surface any assumptions and biases.
- Identify and analyze the issues.
- Identify possible solutions.
- Resolve the single question.

The team leader section that we read was even more helpful when read in the context of the team member responsibilities and the problem solving components. The effective team leaders have been identified to be able to:

- Focus on the goal.

- Ensure a collaborative climate.
- Build confidence in the members.
- Demonstrate sufficient technical knowledge.
- Set priorities.
- Manage performance.

I found this book intriguing to read and I appreciated the distillation of the research into a user friendly format. I would say it is almost formatted into a primer for leadership and team building. I enjoyed the summarization of the concepts and the use of models, characteristics, and guides to successful leadership skills and team concepts. I have used the team problem-solving model and found it effective, although challenging, especially keeping the team focused on the problem (one question). Our entire team found it useful and intends to continue to practice these skills. This is a great handbook for any team.

Women Don't Ask: Negotiation and the Gender Divide, Linda Babcock and Sara Laschever (Princeton University Press, 2003).

Report by Ronica Rooks, 2009.

Babcock and Laschever open their book with the assertion that women often don't think to or know that they can ask for the things they want in their work environments. The authors' research found that men are two to three times more likely to ask for the things they want and to initiate negotiations compared to women. This gender difference becomes a problem for things like women's starting salaries, where even small initial offer differences without negotiating add up to a lifetime of gender differences in raises, interest accumulated on your income, and wealth built. Gender differences in the asking propensity of men versus women, as well as women asking for less when they do ask (and usually getting less too), lead to more opportunities and the accumulation of more resources for men. Thus, the most important step in any negotiation process is deciding to ask for what you want. And, before we decide to negotiate for something, we must realize that we are dissatisfied with what we have and believe that something else would make us more satisfied.

The authors address the barriers that prevent women from asking for what they want and suggest ways to remove these barriers. First, women are more likely to perceive that their circumstances are more fixed and less negotiable than they really are; this is the "what you see is what you get" perspective—assuming that someone or something else is in control. Women often expect life to be fair and opportunities to be offered equitably, and instead of publicizing their accomplishments and seeking new opportunities, they hope their hard work alone will earn them deserving recognition and rewards. But, we need to realize that opportunity doesn't always knock. This means changing our perspectives to believe that situations are more flexible, we can influence our opportunities through our own actions, and much can be gained from asking for what we want—the "world is your oyster" perspective. The authors attribute this difference in perceptions to the imbalance of political and economic power in our society and a lifetime of being socialized by Western cultural gender norms concerning what constitutes maleness and femaleness (e.g., men remain seated, women serve; boys are assigned independent tasks like outdoor work, while girls do more supervised indoor work like cooking, cleaning, and caregiving) that constrain women from promoting their own interests and limit them when women do try.

Second, while women are as satisfied as men with their salaries, they tend to expect less than men, so they are not disappointed when those expectations are met. Women tend to undervalue their work and set low expectations, in part due to gender roles where women tend to be communal (e.g., less concerned with their needs, more focused on the welfare of others, and less confrontational) and men tend to be agentic (e.g., they are more focused on their own interests and likely to act independent of others' needs or desires). Also, when women violate these expected gender roles they often face penalties, such as resentment for acting like a man and devaluing of their skills and job effectiveness. To overcome this issue, women should seek out comparative employment information about their professional peers of both sexes through their networks and doing research (e.g., a few internet sites recommended for salary information include: <http://www.salary.com>, <http://www.jobstar.org>, and <http://content.monster.com/>). Women should set concrete goals with more ambitious targets and not give up if they don't get what they want the first or second time asking. Research has also shown that women are most influential in groups when they were friendly, cooperative, confident, non-confrontational, and considerate. The authors suggest women should start their own businesses, recruit more women into fields and businesses that are male-dominated in order to actively build networks, and seek out employers with many women workers (a threshold effect occurs at about 15 percent women, where social sanctions against women are lifted) and well-structured evaluation systems.

Third, women tend to have more anxiety about their ability to ask for and get what they want, making the process of negotiating harder and preventing some women from negotiating at all compared to men. Women perceive negotiating as scary, producing feelings of insecurity, incompetence, and defensiveness, while men see it as fun and exciting. Women worry about losing control, making mistakes, conceding too quickly, being intimidated, and harming relationships when asking for something they want from their superiors. But, men see negotiating as a game or "just business." For women who have issue-related and relationship goals in negotiations, creating a collaborative dialogue and interest-based (e.g., needs and interests underlying positions) rather than position-based (e.g., only two sides to an argument, with a winner and a loser) bargaining style is more productive. Resistance to this cooperative approach can be met by "negotiation jujitsu," which is a way to defuse a conflict when other negotiators take a competitive approach, by stepping to their side of the issue, treating them with respect, listening to their arguments, acknowledging the legitimacy of their opinions, and agreeing with them where you can. Then, you reframe the argument from a position to an interest style.

Fourth, there are external forces preventing women from negotiating more successfully, even after using the previous tactics. Women and minorities often encounter bias where some business services are quoted at higher prices than those for white men, putting them at a disadvantage before negotiations begin. Also, while men benefit from maintaining numerous business ties that are relatively weak, women and minorities benefit little from these types of networks. Women and minorities need stronger ties than white men because they may help in counteracting the effects of bias.

While the authors' prior points were barriers, their final point is that women's cooperative approaches to negotiating is a long-term advantage over men's more aggressive approach that may work well in the short-term. Research in the past two decades has shown that a cooperative approach, aimed at finding good outcomes for all parties involved in negotiations, rather than one party just trying to win, produces solutions that are objectively better than those produced by more competitive tactics. Many people mistakenly assume that their interests are in

conflict with the other negotiator(s) (e.g., “the mythical fixed-pie bias,” which the authors equate to burning money due to the costly losses of not negotiating or not doing it well). However, in most situations, a cooperative approach works best because there are multiple issues in negotiations where people can trade-off on things that are less valuable to them for more important ones; this is a practice called “logrolling.” If logrolling doesn’t work, negotiation jujitsu may be an alternative technique. When faced with a variety of situations, women need to learn how and when to employ these previous tactics in negotiations.