Leadership Research Reports

Leadership Book Reports from the Class of 2012

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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.

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Research Reports

Endurance: Shackleton's Incredible Voyage, Alfred Lansing (Basic Books, 2007).
Report by Eric Aakko, 2012.

Introduction: A critical eye on Shackleton would say that he failed. Failed? Yes, Shackleton never made it to land to begin his trans-Antarctic mission, let alone complete the expedition. However, it was Shackleton's leadership and determination to change the expedition goals that made him famous.

Background and Summary: Shackleton planned on a complete a transcontinental journey of Antarctica in 120 days (like walking from Idaho to Texas, across shifting, towering ice—up to 10-stories high, and across gaping crevasses, in bitter cold). Shackleton selected 27 men (there was 28 after a stow-a-way in South America). They sailed from South Georgia Island on December 5, 1914 for Antarctica (they left Britain in August, 1914). After 45 days, disaster struck in the Weddell Sea as the ship Endurance became stuck in a tight vise grip of sea ice. On day 327, October 27, 1915, the ship was crushed. After 497 days, they found land (although only 100 feet wide and 50 feet deep). Men were all emaciated, suffering from diarrhea. Shackleton decides to sail for help, across 800 miles of the most treacherous stretch of water on the planet, hurricane force winds and enormous waves. After 522 days, they reached the wrong side of South Georgia Island. It took another 3 days and nights crossing a glacier and mountains, before reaching safety and their original starting point. After 634 days, the expedition finally ended with the rescue of the men left behind (August 30, 1916).

Discussion: Here are ten leadership strategies condensed from another book on the expedition (Leading at the Edge – Leadership lessons from the extraordinary saga of Shackleton's Antarctic expedition; Dennis Perkins, American Management Association, 2000):
- Never lose sight of the ultimate goal, and focus energy on short-term objectives. Shackleton was able to focus on a new "goal"—get everyone back alive.
- Set a personal example with visible, memorable symbols and behaviors. Be visible, let people see you leading.
- Instill optimism and self-confidence, but stay grounded in reality. Optimism is essential, but denial is deadly.
- Take care of yourself: maintain your stamina and let go of guilt (but learn from mistakes)
- Reinforce the team message constantly: "we are one—we live or die together"
- Minimize status differences and insist on courtesy and mutual respect
- Master conflict—deal with anger in small doses, engage dissidents, and avoid needless power struggles
- Find something to celebrate and something to laugh about

- Be willing to take the Big Risk
- Never give up—there's always another move.

Conclusion: I like that Shackleton never gave up. I also like that he actually "lead" his men. He did not delegate and sit back on the most crucial issues. And I like the leadership strategy— "Never give up-there's always another move.

Rocking the Boat: How to Effect Change Without Making Trouble, Debra E. Meyerson
(Harvard Business School Press, 2008).
Report by Cindy Allen, 2012.

Summary: This book explores two questions: How do individuals effect change from within their organizations, and how do individuals in organizations express identities and values that are different from the majority while fitting into the culture of the organization. In exploring these questions, the author coins the term, "Tempered Radicals" and provides various strategies to address these two questions by exemplifying several leaders, managers, and individual contributors from two different companies who employ these various strategies in their organizations. The research for this book included interviews of several 'tempered radicals' from Atlas and Western, two corporations with very different cultures.

Highlights
- Tempered radicals represent ideals or agendas that are somehow at odds with the dominant culture, and as such are treated as outsiders. Yet, they are passionate people who contribute to their organizations and are successful in their jobs. They effect change by speaking up for their personal values, they are "cautious and committed catalysts who keep going and who slowly make a difference."
- Five strategies are explored describing how tempered radicals make a difference. The strategies range from acts that make a difference but often go unnoticed to highly visible actions and deliberate efforts to make change. These strategies are :

  o Resisting quietly and staying true to one's "self"
  o Turning personal threats into opportunities
  o Broadening the impact through negotiation
  o Leveraging small wins
  o Organizing collective action
- Tempered radicals who experience differences that are rooted in value clashes with the majority are challenged with finding ways to effect change while maintaining legitimacy. Once strategy for is termed "Responsive Turns," which includes 6 steps: 1) Interrupt 2) Name 3) Correct) 4) Divert 5) Use Humor 6) Delay

Leadership Lessons

- Approaching difficult situations as negotiations was one of my favorite chapters in this book. Several strategies were explored to help turn challenging situations into opportunities for change. The main lesson here is to step back from the situation and separate the "self". One question to ask is, "What needs to happen for a desirable outcome to materialize in this situation?" Successful negotiation requires self-awareness.
- Making a difference and effecting change requires courage, self-awareness, the ability to recognize and act on opportunities, connections with others, and being true to yourself.
- Tempered radicals are not heroic leaders with positional leadership. They are change agents that lead by creating a supportive context for learning, nurturing collaborative relationships, and inspiring change by inspiring people. They are leaders who are patient, self-aware, humble, flexible, and committed.

Collapse, Jared Diamond (Penguin, 2011).
Report by Aurita Apodoca, 2012.

This book was compelling without contrivance, readable without raciness, direct without being dumbed-down. Diamond ranges over vast topics, yet it appears hardly makes a mistake; this is a very wise book yet deeply committed.

Four historic examples of societies that caused or contributed to their own undoing fill up nearly half the book. In the remote Pacific, Polynesian colonists had to surrender unsustainable ways of life, and even abandon islands, when they exhausted their woodland. The Canyon People of North American southwest made the same mistake. The lowland Maya succumbed it appears (some dispute this claim) to overpopulation. The Norse in Greenland get three whole chapters: they failed although their Thule Inuit neighbors are still there. Diamond argues that the demise of these societies owed more to bad decision making than to the intractability of their environments. Yet these people all occupied environments that were only marginally capable of sustaining the hugely ambitious civilizations they housed. These societies are remarkable not for their ultimate demise but because they achieved so much and kept going for so long. Like a dog walking on hind legs, one should not expect civilization in isolation to be well done, but marvel to see it done at all. Ecological extravagance is a consequence of the way humans are; we are environment modifying animals and the more changes we make, the more we are driven to intervene in an attempt to fix what we broke. There never has been, nor I suspect will there ever be, a human society in harmony with the rest of nature; we exploit it for what we can get. Biggest take away: as a leader we need to learn from other's mistakes. History often repeats itself since others tend to think 'for me/us it will be different'. Leaders are not always who we think they are or should be, sometimes it is the unlikely leader that paves the way for greatness.

The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster, Karl E. Weick
(Cornell University, 1993).
Report by Lisa Bardwell, 2012.
http://www.nifc.gov/safety/mann_gulch/suggested_reading/The_Collapse_of_Sensemaking_in_
Organizations_The_Mann_Gulch.pdf

Ostensibly, this is a book about a tragedy and one person's journey, years later, to understand
what the heck happened. In 1949, a crackerjack team of firefighters for the US Forest Service
parachute into Montana to work on what seems a routine fire. Within 1 hour, all but 3 of them
are dead or mortally burned. This was the worst firefighting disaster to date for the Forest
Service – and it happened to their best and brightest.

It is also a really interesting study of leadership. My introduction to the book came about 20
years ago when I was at the University of Michigan. Karl Weick was a professor who had a book
discussion group – *Young Men and Fire* was one of the selections. So, while I reread most of the
book, I was more intrigued with revisiting the analysis of leadership that came out of that
discussion group and Weick's subsequent publication, *The Collapse of Sensemaking in
Organizations.*

From this perspective, the highlights of the book are pretty straightforward:
> A highly trained team of firefighters parachute in to fight a fire. The circumstances of the
> fire are a bit unusual, but nothing they haven't dealt with before UNTIL the fire
> unexpectedly jumps across a gulch and cuts off the team's safety route. Seemingly, the
> team's only recourse is to run up a 75% slope through dry grasses 2 ½ - 3 feet high. Their
> crew leader, recognizing that the men cannot beat this fast moving grass fire, orders his men
> to drop their equipment and jump into an escape fire circle he had created (we know what
> those are, they were not a commonly used strategy then). The members of his crew ran
> right past him and are overwhelmed by the blaze seconds later. The team leader and two
> men who stuck together are the only survivors.

SO, we have
- a quickly changing environment, in this case, life-threateningly so
- an innovative leader
- an elite, well-trained, highly effective team
- that didn't listen

Why not?

Weick frames his analysis around 2 questions:

Why do organizations unravel? There is a breakdown between the role structure and sensemaking.
My mind immediately went to the situation of many organizations now – facing dramatic budget cuts and the organizational restructuring, rethinking, and questioning that has precipitated.

And how can organizations be made more resilient?
He proposes 4 sources of resilience:
1) *Improvisation:* The collapse of role systems need not result in disaster if people develop skills in improvisation (which is what the team leader did).
2) *Virtual role systems*: If team members can internally assume roles to help move the organization forward (I think of this as being able to ask and work with "what would ___ do?"). In the case of Mann Gulch, if the other members had been able to simulate their leader's thinking / role in their minds, they would have been "might have been less puzzled by his solution or better able to invent a different sensible solution."
3) *The attitude of wisdom*: "what organizations most need in changing times, namely, curiosity, openness, and complex sensing." The hubris of the Mann Gulch team (assuming that this fire was like every other fire) dramatically limited its ability to respond to the warning signs sooner.
4) *Norms of respectful interaction:* Build a triangle of trust, honesty, and self-respect. Then, even if the role system collapses, new options, such as mutual adaptation, blind imitation of creative solutions, and trusting compliance, are in place. The Mann Gulch team had not fought a fire together; there was virtually no communication among them as they flew into the fire site, and even once they were there. So, in a time of panic, they didn't necessarily know or trust their leader. The two other men who hung together as a team survived.

Obviously, there are a lot of leadership lessons here. How do we help create these sources of resilience? As part of our discussion, I'd love to spend some time seeing how these sources align with the Five Practices of Exemplary Leadership. I'm not sure a matrix is the way to go, but ….

	Model	Inspire	Challenge	Enable	Encourage
Improvisation					
Virtual Role Systems					
Attitude of Wisdom					
Norms of Respectful Interaction					

The Unthinkable…Who Survives Disasters and Why, Amanda Ripley (Crown Publishers, 2008).
Report by Christine Billings, 2012.

Highlights as They Relate to Preparedness
- When it comes to disaster, we can learn to do better or we can learn to do worse.
- In the time of disaster, it is ordinary people who come to the rescue and have the ability to do extraordinary things.
- Some of the most common disasters with the greatest impact are also the least feared.
- The survival arc includes: denial, deliberation, and the decisive moment.
- The human brain uses what it has experienced in the past as fuel to anticipate the future.
    - Meaning that everyone needs some level of education if they are going to react safely in the time of disaster.
    - We asses risk all the time and we calculate risk based on history.
    - The more prepared you are the more in control you feel and the less fear you will experience
        - The same goes for leadership, the more prepared you are to lead a group, the more confidence you will have.
    - Self-esteem can be created through training and experience.
    - Resilient people have confidence.
- The best warnings are: consistent, easily understood, specific, frequently repeated, personal, accurate, targeted.

Most Important Lessons Learned as They Relate to Leadership
- If you want to know how you operate normally, observe how you operate in a stressful situation:
    - People perform better under stress if they think they can handle it. As leaders we need to be prepared to operate under stressful situations and do so in a manner that reflects effective leadership (echoes one of the 5 practices).
    - Keep in mind that people who are leaders or basket cases on a normal day at the office aren't necessarily the same in a crisis. Stress can change the dynamics of a person's ability to lead.
- The power of Groupthink:
    - No matter what we are told by someone in a position of authority, we check in with those around us before deciding to act.
        - For example, before deciding to evacuate, people check in with others.
        - Who you're with in a disaster matters a great deal.
    - After a disaster moment, there is a huge urge to talk to other people and share experiences. This is an opportunity to show leadership when others are seeking you out in a disaster.
    - People do not like to go against the group consensus, and leaders can use this to their advantage.
        - Groupthink has momentum during a disaster.
    - If disasters breed groups, then groups need leaders.

- o Leaders in disaster situations earned respect by being clam and credible. The leaders in disasters are knowledgeable and aware of the details of the vent and response actions that need to be taken. Leaders are also decisive and open to the opinions of others in the group.
  - o A strong leader has the ability to make decisions fast, which is what you need in a crisis situation.
  - o Groups perform as well during a disaster as they the preformed before it.
    - ▪ The healthier the culture of an office, a group, or a family the better it can absorb stress and recover.
    - ▪ High-functioning groups know how to communicate and help one another and they have the resources to do it.
- **After preparing and planning for a disaster, the next best hope of surviving and bouncing back is leadership.**

It's Your Ship, Captain D. Michael Abrashoff (Business Plus, 2002).
Report by Lori Bocchino, 2012.

Highlights
This book is written by the former commander of a guided missile destroyer, about his experiences on that ship and in the Navy. He has several lessons he learned through his experiences that he shares:
- Take Command
- Lead by Example
- Listen Aggressively
- Communicate Purpose and Meaning
- Create a Climate of Trust
- Look for Results, not Salutes
- Take Calculated Risks
- Go Beyond Standard Procedure
- Build Up Your People
- Generate Unity
- Improve Your People's Quality of Life

Each idea has its own chapter where he gives examples of putting that idea into action and why it is important. It is very easy and enjoyable to read and absorb because his message is delivered through stories.

Most Important Lessons
This is the kind of book I plan on reading again, one section at a time, to focus on each lesson/idea one at a time – there is a lot to try to implement all at once, although the concepts all fit together. One of the things I really appreciate about it is that it recognizes the realities of operating in a large, well-established organization that doesn't readily encourage change or creativity. He came up with ways to work within the system to make things better, and was very thoughtful about when and how to challenge that system. He also put in words a lot of the precepts that I believe in – which, of course, makes me wonder if I would have been better off finding a book that shook up my core

beliefs about leadership rather than one that supported them. Either I have good instincts about leadership already and need to bolster them, or I need something to kick me into another track!
A starting list of things that particularly resonated with me, that I want to print indelibly on my mind, include:
Being likable is not high among a leader's job requirements – what is essential is to be respected, trusted, and effective.
No matter what your assignment, do everything you can to deliver.
No one is capable of making every decision. Define the parameters in which people are allowed to operate, then set them free.
Never forget your effect on people – your attitude, your optimism, your enthusiasm are all infectious (as are the opposite traits).
The one signal you need to steadily send to your people is how important they are to you.
When you challenge the status quo or your management, make sure your only agenda is to improve the organization and help your superiors look good.
Litmus test: If what you're about to do appeared on the front page of the *Washington Post* tomorrow, would you be proud or embarrassed?
Use the power of "word magic." If you say you have the greatest ship in the Navy, and back it up with action, people start to believe it.
In life there are gray areas. Those areas – where the rules don't cover things or don't fit the situation – is why there are mid-level managers, to use judgment and do the right thing.
Recognize people immediately, in person, for their contributions.
Communicate, communicate, communicate – directly – to all levels of your organization, especially below you. That especially includes listening.
Whether you are working up or down the management chain, build people up – anticipate what they want, show that you believe in them. For your boss, make them look so good that you become indispensable and are more willing to let you stretch boundaries.

The 8th Habit: From Effectiveness to Greatness, Stephen R. Covey (Free Press, 2004).
Report by Randy Brown, 2012.
This book is the sequel to The Seven Habits of Highly Effective People. The title seems to insinuate that it is just an add-on to the original seven habits. Conversely, it represents another measure of effectiveness that can be used to enhance each of the seven habits. The main premise behind the eight habits, is to "find your voice and inspire others to do likewise". It challenges us to do something meaningful and rewarding with our life and career. Do not settle for mediocrity but rather play to your strengths and fuel your passion. Sound familiar? Once we have found our own voice, we can continue to grow by teaching others how to find their voice. This process was reinforced during the ropes course when the journey became more about someone else than ourselves. Mr. Covey believes there are four primary components to a whole person; body, mind, heart and spirit. The following is an excerpt from his book.
1.   For the body – assume you've had a heart attack; now live accordingly.
2.   For the mind – assume the half-life of your profession is two years; no prepare accordingly.
3.   For the heart – assume everything you say about another, the can overhear; now speak accordingly.

4.   For the spirit – assume you have a one-on-one visit with your Creator every quarter; now live accordingly.

I have been following these four basic assumptions and my professional and personal life is more harmonious and fulfilling. Find your voice and help others find theirs!

Leadership Simple: Leading People to Lead Themselves, Steve Morris and Jill Morris (Imporex International, Inc., 2003).

Report by Paul Buck, 2012.

Discussion: The book Leadership Simple explains the style of leadership and management called "Lead Management," which uses the Choice Theory model as a foundation for leadership. Choice Theory and Reality Therapy is a school of psychology that in short, says that all behavior is intentional. Leadership Simple takes this idea and applies it to leadership in what is called the "triangle of choice". The triangle of choice is used for all leadership decisions, this leads to a radically different way to look at and understand leadership than the behaviors that have traditionally referred to as leadership.

3. Perception   (the Gap)   1. **Wants**

2. **Total Behavior**

This model starts with the Want. What do you want for you, your team or your company? What is your goal for this project?

Once you know what it is that you want for the project then you can look at what you are doing, this is the Total Behavior. This includes your actions, thoughts and feelings. This is a difficult self-analysis of what you are really doing to accomplish your goal.

This third step is perception; what affect are your actions having the task? How do you perceive your progress toward the goal is going? In short, how are your actions working out for you? The difference between what you want and what you perceive that you have is the Gap. If you want 100% attendance at your meeting but are only getting 75% then that is the Gap that you are trying to close.

The different and difficult part of this leadership style is to understand that you are in control of changing any of the points in the triangle of choice. Using the meeting example above, you can change the idea that you want 100% attendance at the meeting. Why do you want this? You can change your behavior- what else can you do to get what you want? And you can change your perception- is what you're doing working to get what you want. Any of these points can be changed so that what you perceive is in line with what you want.

Another important point in the lead management is the idea of what and who you can control. **Leadership Simple** states that you can only control yourself and your wants, behaviors and perceptions and that you CANNOT control anyone else. You can influence those around you and carry the most influence on those closest to you but can only control yourself.

If the lead management style is properly used it will lead to a cycle of self-analysis through a team or company that will contribute to continuous improvement and inter-personal understanding.

MOST IMPORTANT LESSON TO ME: The most important lesson to me, other than having a better understanding of what my mom does for a living, is trying to better understand that I can only control myself. This seems like an elementary lesson but because of reading this book, I understand that this control can be greater and more powerful than I had thought. That I am in control of not only what I want but also what I perceive to be the outcomes of my actions. Most important to me was the idea that I am in control of all of my behaviors including my thoughts, actions and with, practice I can control my reactions in difficult situations.

Hero: The Life and Legend of Lawrence of Arabia, Michael Korda (Harper, 2010).
Report by Mark Bullock, 2012.

HIGHLIGHTS: The biography of T.E. Lawrence details the life of "Lawrence of Arabia" from childhood to his passing at age forty-six. Key points in his life include: Lawrence becoming an Oxford scholar despite coming from a common English family (Oxford was generally for the English upper class), work as a leading archeological authority on the Middle East, leader of the tribal Arab war against the Turkish-Ottoman Empire, a genius as a military strategist, the inventor of modern insurgency and guerilla warfare, the first to use air power to support ground troops in battle, a diplomat the was instrumental in drawing the boundaries of the modern day Middle East and the placing of Arab Kings on their thrown, and an extraordinary writer, who, despite a desire to shed the limelight, was friends with the most famous among English society.
 I could write a small book on specific highlights of the life of Lawrence and how the Middle East might be very different today had he been able to force all his ideas on the governments of France and Britain as they partitioned the Middle East at the Paris Peace Conference following World War I.

MOST IMPORTANT LESSONS: 1. Be well prepared from an intellectual point of view i.e., know your subject. Lawrence was well versed and an expert in the fields that he pursued. As an archaeologist, cartographer and military strategist he read and explored all information he could gather on the subject. He had a brilliant mind for detail, which ultimately allowed him to successfully lead his men into battle, operate as a diplomat against standard old world colonial ways of thinking and writing a number of classic books.

2. Challenge the standard method of operation, i.e., challenge the process. From the beginning Lawrence was one to question the standard way of doing things. He questioned the British view toward the Arabs (in effect, all occupied, or colonized peoples), the role of officers (upper class) toward enlisted service men (commoners), the method of accepted means of warfare and the role of nation states in the Middle East. He constantly fought for Arab rights to become nation states based on religious and tribal affiliation and geographical boundaries.

3. Model the way. Lawrence led the Arab revolt against the Turkish-Ottoman Empire by living the Bedouin lifestyle of the people he would lead to victory. This was especially challenging, as Lawrence was a white Christian Englishman in a Moslem Arab landscape, where death to Christians was a norm. He integrated into the Bedouin tribesmen ways in such a manner that he would pass as an Arab to the casual observer. He lead his troops from the front, riding camels walking the desert barefoot, setting explosives, resolving tribal conflicts, and sharing the hardship of the men he commanded.

4. Allow others to receive the credit. Lawrence typically gave the credit to the men he served with or stayed behind the scenes while making/providing the decisions that were brought forth by generals and statesmen.

Leadership Secrets of Colin Powell, Oren Harai (McGraw Hill, 2002).
Report by Curtis Burns, 2012.

First and foremost this was not a biography about Colin Powell, but a book of compiled observations and research of Mr. Powell's leadership skills amassed over several years dating back to his days in junior ROTC to his most recent days as a private citizen.

Mr. Powell is a remarkable leader that believes that everyone in an organization, from the mailroom clerk to the CEO, from a private to the general, has the potential to add something of value to the success of that organization. If a leader doesn't provide the boldness and inspiration that capable employees (or citizens) yearn for, the resulting disappointment is enough to demoralize the entire enterprise – whether nation or corporation.

Effective leadership is exercised across a full spectrum of responsibilities, and also over time. Across an entire organization, involving a wide variety of people engaged in a multitude of task (both concurrently and in sequence), the leader must spark high performance and ensure the welfare of the group . With that said, sometimes it necessary to ensure that the right people getting pissed off and the wrong people aren't (respectively, terminate, retool or discipline those not on board or pulling their weight and reward and praise those who are).

Over the years Mr. Powell has stated the following quotes as a primer to leadership:
1. ***Being responsible means sometimes pissing people off.*** Good leadership involves responsibility to the welfare of the group, which means that some people will get angry at your actions and decisions.
2. ***The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.***
3. ***Don't be buffaloed by experts and elites. Experts often possess more data than judgment. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world.***
4. ***Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission.***

5. *Perpetual optimism is a force multiplier.*
6. *Organization charts and fancy titles count for next to nothing.*
7. *Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't matter much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.*
8. *Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant.*
9. *Don't be afraid to challenge the pros, even in their own backyard.*
10. *You don't know what you can get away with until you try.*

Of these quotes, numbers 2 and 4 have the most relevance and impact on me primarily because I subscribe to the situational leadership style. "Different leadership styles are better in different situations and leaders must be flexible enough to adapt their style to the situation they are in".

Team of Rivals: The Political Genius of Abraham Lincoln, Doris Kearns Goodwin (Simon and Schuster, 2005).
Report by Colleen Church, 2012.

Team of Rivals, authored by Doris Kearns Goodwin, shares the story of Abraham Lincoln and the three contenders he beat out for the Republican presidential nomination in 1860. Lincoln, a little-known congressman, won as a compromise candidate during the Chicago convention.   He strategically appointed all three of his key rivals – William Seward, Salmon Chase and Edward Bates, plus another lawyer, Edward Stanton - to his cabinet by appealing to their egos, recognizing their talents and using their skills and experience to build a team which represented diverse view points and political assets. As Kearns argues, had he not possessed the wisdom and confidence to select and work with the best people, he could not have successfully led the nation through a tumultuous era. Team of Rivals is an outstanding tale of leadership and a recommended read for anyone who has an interest one of the nation's greatest leaders.

It's challenging to reflect on the many lessons to be gleaned from Lincoln's leadership – one walks away from this work humbled by his character, fortitude, intellect, patience, compassion, communication skills, insights and commitment – as well as the feeling that the United States was lucky to have a President with such tremendous capacity to lead and communicate.

1) Lincoln's painful tests and life experience built a leader with tremendous humility, courage, motivation and empathy. Raised in poverty, with minimal formal education, losing his beloved mother and sister early in life, trying out multiple career paths and essentially teaching himself to read, write and study to become a lawyer, losing beloved sons – all of these experiences shaped him. Kearns argues that his character and life experiences separated him from his rivals and prepared him alone to shape his nomination to the presidency.

2) Lincoln continually used the skills and talents of his cabinet to further his agenda, often without others realizing that he was orchestrating a dynamic situation. Lincoln chose the best and most able men in the country to be members of his team. He enabled them to act. He relied on them for diverse opinions and methods for engaging constituencies. He

had the self-confidence and intelligence not to be threatened, but to create an environment that capitalized on their strengths. He also surrounded himself with individuals who challenged his assumptions to create a better solution.

3) Lincoln demonstrated conviction. Once he became clear that the path towards emancipation was the only path, he stuck with it despite harsh criticism. While many disagreed, he was open to suggestions about how to best implement the policy, but he did not waver on the desired outcome. This approach allowed those who dissented to feel as though they had been heard. He took advice, but trusted his own counsel most.

4) Lincoln took responsibility – when a success was realized, he shared the credit. When a failure came about, he pointed to himself as the source. Over and over again he allowed others to save face while taking the blame. Some argued that this was also one of his greatest flaws – giving folks too many chances when an alternate action/course was obvious. He gracefully accepted compliments and shared the accolades with others. His quiet self-confidence was simply amazing.

5) Lincoln developed a cadre of lifelong friends who were willing to do anything in their power to help him succeed – as well as a broader population of constituents - who came to see him as near perfect. He had a keen sense of what people felt thought, wanted and needed, building a loyal circle of advocates. Unlike others, he did not make enemies along his path to power. He engaged soldiers, widows and parents who lost children in sorrow – he felt the pain of the nation.

6) Lincoln had tremendous capacity to communicate – through anecdotes, stories, through brief speeches, through long treatises. He had an uncanny ability – some say genius – to take a complex topic and whittle it down into a succinct statement of meaning. He genuinely engaged with individuals.

7) Compassion and Reflection – Lincoln was incredibly compassionate and often took the time to reflect on the meaning of his actions, particularly when his decisions carried such import for families and the nation.

8) Ambition – It's clear Lincoln had ambition, but it was an ambition that did not come at the expense of others. He believed, internally, that he had the skills and talents to lead the nation. He waited for the right opportunities, avoided creating enemies, and doggedly pursued a path to the presidency.

Again, it's simply impossible to summarize this book in a few brief statements. This book has shaped my perspective on leadership beyond any other leadership book I've read. I'm now a student of Lincoln and will use the lessons learned going forward.

Drive: The Surprising Truth About What Motivates Us, Daniel H. Pink (Riverhead Books, 2009).
Report by Laurie Crounse, 2012.

Drive: The Surprising Truth About What Motivates Us summarizes four decades of scientific research to explain human motivation. Daniel Pink compares motivation to different operating systems that have evolved over time. Motivation 1.0 was based on survival, and focused on the basic needs of humans. As humans became more social and recognized the value of cooperation and collaboration, Motivation 2.0 evolved which focused on external motivators including rewards and punishments. This is the concept that many big businesses still operate under, with bonus incentives as reward and disciplinary action for poor performance. Daniel Pink believes that reward and punishment no longer work in most situations, and we need to move to a new operating system called Motivation 3.0, which is based on intrinsic motivation, which means the person is inspired because they are engaged, not because they are being coaxed into it. The secret to high performance and satisfaction in today's world is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Throughout the book, Daniel Pink highlights techniques being used by various companies that enlist the new approaches to motivation.

Examples of why traditional models of motivation (carrot and the stick) do not work:
- They can extinguish intrinsic motivation.
- They can diminish performance.
- They can crush creativity.
- They can crowd out good behavior.
- They can encourage cheating, shortcuts, and unethical behavior.
- They can become addictive.
- They can foster short-term thinking.

Example of when the traditional model of motivation works:
- Routine tasks that do not require creative thinking can benefit from extrinsic rewards. They are especially effective when you: 1. Offer a rationale for why the task is necessary. 2. Acknowledge the task is boring. 3. Allow people to complete the task in their own way.
- Extrinsic rewards should be unexpected and offered only after the task is complete. Think of it as "Now-That" rewards instead of "If-then", and make sure they provide praise, feedback and useful information.

Theory behind why the new approach to motivation works and examples from successful corporations:
Intrinsic motivation is based on three principles:
- Autonomy: People want to have control over their work. Reflect on the success of Wikipedia compared to an on-line encyclopedia produced by Microsoft. Microsoft is a

company that pays people well, has financial stability, and a recognized name. However, in a shorter time frame without formal structure, Wikipedia was established, centered around thousands of people who write and edit articles for fun, and do this for free. An approach adopted by some companies has been the "Fedex" days. Quarterly, companies allow their staff days to work on anything they want that is not part of their regular job. Employees have complete control over what they work on, and some of the best, creative and innovative work comes out of this approach.

- Mastery: People want to get better at what they do. The highest, most satisfying experiences in people's lives are when they are in flow. Flow is a state in which goals are clear, you receive immediate feedback, and the relationship between expectations and ability is perfect in that challenges are not too difficult or too easy (Goldilocks tasks). Make work enjoyable so that you want to improve your performance. Quote from Julius Erving, "Being a professional is going the things you love to do, on the days that you do not feel like doing them."   Look at children: "Children careen from one flow moment to another, animated by a sense of joy, equipped with a mindset of possibility, and working with the dedication of a West Point Cadet. They use their brains and bodies to probe and draw feedback from the environment in an endless pursuit of mastery." "Children seek out flow with the inevitability of a natural law. So should we all."

Purpose: People want to be part of something that is bigger than they are. "The most deeply motivated people – not to mention those who are most productive and satisfied – hitch their desires to a cause larger than themselves." Pink used an example of call center employees who were reminded of the importance of their task by reading stories about the people who benefited from the fundraising efforts they were working on. They were far more successful than their counterparts who did not read stories, or read stories only of personal gain.

Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing, Doug McKenzie-Mohr (New Society Publishers, 2011).
Report by Dawn DeVries, 2012.

SUMMARY:
The approach to leading sustainable behavior through the use of community-based social marketing has been proven to be highly effective in Western society and potentially has direct and significant implications for the successful design and implementation of my selected project. This sustainability leadership strategy was very recently introduced to me and reinforced through my ingestion of the content of this book. Containing very practical advice on initiating and promoting behavioral modifications related to environmental sustainability, I was overwhelmed by the analogous messages delivered by this book and Kouzes and Pozner's five exemplary leadership practices. As such, I have organized this summary in accordance with the five practices that we have become so familiar with. First of all, however, it is important to outline the suggested approach to promoting sustainable behavior presented by McKenzie-Mohr. Essentially, he suggests that the following steps be followed:

1. Identify the barriers and benefits of the target behavior (i.e recycling) as well as the competing behavior(s) (i.e trash disposal and littering)
2. Identify which tools can be effectively utilized to simultaneously increase the benefits of and decrease the barriers to the target behavior and decrease benefits of and increase the barriers to the alternative or competing behavior(s) according to the following correlations:

Barrier	Appropriate Tool(s)
Lack of Motivation	Commitment
	Norms
	Incentives
Forget to Act	Prompts
Lack of Social Pressure	Norms
Lack of Knowledge	Communication
	Social Diffusion
Structural Barriers	Convenience

3. Develop an implementation strategy (or strategies) to employ the most effective tools and pilot the strategy with measurable behavior changes
4. Adjust and refine draft strategy based on pilot results until desired results are achieved
5. Implement refined strategy on a community-wide basis
6. Evaluate and improve strategy to achieve desired/expected results

HIGHLIGHTS (COMPARISON TO EXEMPLARY PRACTICES):
1. Model the Way: McKenzie-Mohr's research showed that using social norms to demonstrate others' commitment to and success resulting from environmental initiatives and using social dissemination or peer education highly increased the success rate of a sustainability effort. Additionally, when behaviors were actually demonstrated to the target audience success rates were further improved.
2. Inspire a Shared Vision: Emphasizing others' environmental commitments, in addition to modeling the way, can help people envision a better future and further empower them to action. In his concluding chapter, McKenzie-Mohr emphasized the import of creating hope and belief in a shared vision.
3. Challenge the Process: The entire book is centered around changing attitudes and behaviors towards sustainable behavior and the strategies that can be employed to that end.
4. Enable Others to Act: By providing people with the necessary information, motivation, and means, all of the strategies outlined in the book encompass the act of enabling others to make themselves and their environment more sustainable.
5. Encourage the Heart: Positive encouragement and reinforcement is a recurring theme in the book and demonstrates the power of making people feel good about their actions and decisions, further influencing future actions and decisions.

LESSONS LEARNED:
This book has proven to be invaluable in that it has provided me with an overall strategy, stepwise process, and the necessary tools with which to design a successful glass recycling program. While the book was aimed towards individuals, I believe that it can be easily adapted to

address small business owners (bars and restaurants) as well as customers in order to encourage and act upon a glass recycling program. Having very limited knowledge of and past experience in community-based social sustainability programs I feel that the information I obtained from this book will undoubtedly help ensure the success and efficiency of my project efforts.

***Churchill (The Great Courses)*,** J. Rufus Fears (The Teaching Company, 2001).
Report by Chris Fellenz, 2012.

The lecture series I chose for this assignment was more of a biopic than a true examination of Churchill's leadership traits. However, his life story was so varied and filled with amazing experiences that one can identify multiple traits that led him to success over the years.

Successful and compelling communication:
"Diplomacy is the art of telling plain truths without giving offense"
Churchill was a millionaire by his late twenties owing to several bestselling books that recounted his experiences in the Boer war. Being considered a mediocre student in school, he chose instead to read and re-read the classics of ancient and modern literature which gave him an enormous vocabulary and an adeptness with verbal and written communication that rivaled the great orators of ancient Greece. He was able to fluidly adapt his verbiage and delivery to his audience with grace and wit. His skillfulness with language earned him a Nobel prize for literature in 1953.

Tenacity and Drive:
"When you are leaving for an unknown destination, it is a good plan to attach a restaurant car to the end of the train"
In both his personal and political life Churchill was a phoenix that continually arose of the ashes of his own defeat. His feats of bravery during the Boer war led to his infamy with the Dutch army and eventually his capture and imprisonment in a POW camp. But he escaped single handedly and later wrote of the courage of his captors. His early political life was marked by recurrent policy disasters that he openly would take responsibility for leading to his removal from office of demotion. But he would always return to that arena and achieve higher status despite his failings.

Courage, Decisiveness and Learning from Failure:
"Courage is going from failure to failure without losing enthusiasm."
Winston Churchill was best known for his inspiring oratory that roused and rallied a flagging nation and its allies in a near hopeless war against a stronger enemy. But his words reflected more than courageous sentiment, they reflected the cumulative learnings from all of his past failures and poor decisions. His strength was in conveying the realism and veracity of the situation his country was in during WWII but never acknowledging failure as an option.

Personal Learnings:
There is a lot to learn from Winston Churchill in terms of leadership traits. I have always felt confident in my written communication skills but not in my public speaking skills. Churchill had the same personal challenge, and recounts that for every important speech he delivered he spend

8-10 hours rehearsing, and re-reading his own words until they felt comfortable and natural to him. His courage in the face of adversity is the most obvious of his often heralded leadership traits. And though my work day doesn't quite compare to facing Hitler's onslaught courage is necessary for the "difficult conversations" that arise on a frequent basis. Most important to me was seeing that the icon of a man was just a man after all, with foibles, frequent stumbles and indiscretions, but with the wisdom to own his mistakes and continue to learn and grow from them in the end.

Boxing for Cuba, Guillermo Vincente Vidal (Ghost Road Press, 2007).
Report by Amy Gammel, 2012.

I chose to read Boxing for Cuba by Guillermo (Bill) Vincente Vidal. Bill Vidal has held many high powered positions such as the Governor appointed Director of the State of Colorado Department of Transportation, has worked with DRCOG, was the Mayor appointed Manager of Public Works for the City and County of Denver, and was formerly the Mayor of the City and County of Denver. Boxing for Cuba is a memoir of Bill's life journey as a child and into adulthood. Boxing for Cuba does not go into a great detail of Bill's professional career but rather focuses on his personal life, rewards, and struggles. Although he does not focus on his professional career I feel like he has portrayed so many leadership skills throughout his book that make him the well-known and respected leader that he is.

Bill was born in Cuba to wealthy family and his life was good as he remembers it for the first few years. Aside from his parents fights he expressed having a happy start to life. Then when Fidel Castro took over the country things started to change for his family. Their happy life turned to one that was fearful and their wealth soon diminished. Although Bill did not understand at the time his parents made a heart wrenching decision to send he and his 2 brothers to the United States. It was not possible for his parents to join their children on this journey. On September 29, 1961 Bill and his 2 brothers boarded a plane to Miami with the thought that they would be cared for by family. To his surprise he ended up in an orphanage in Pueblo, Colorado. His time in Pueblo was miserable and he and his brothers were subjected to physical and emotional abuse. He wanted nothing more than to live in a home with a loving mom and dad even if they were not his own. Finally that dream was about to come true when he and his brothers were going to live with a couple and then he was reunited with his parents. He was 12 years old at the time and it was a hard adjustment being with his parents again after such a long time apart. In the book he also discusses the many years he spent overcoming obstacles from life as he knew it in Cuba and of the struggles he and his family faced being an immigrant in this country.

First and foremost Bill exhibits extreme courage in his book. I can't even imagine the fears he and his brothers faced having to grow up overnight at such a young age. He demonstrated so many courageous acts from the self-defense to the abuse he faced in the orphanage to the struggles he had growing up once he was reunited with his parents, and even later in life when he discussed his failed first marriage and the relationship with his own children. The second leadership skill I think he exhibited was risk taking. Bill took a large risk to go back to Cuba as

an adult with his current wife. He had talked about going and his wife empowered him to go. He was thankful to return to see his old home and area where he grew up but he took a huge risk because there could have been large consequences from the Cuban government with him returning. The last thing that Bill discussed in his book that really stuck with me was his appreciation for his parents. Although it took him a long time to realize that his parents sending he and his brothers to the United States was intended to do what was best for him, it caused him a lot of heart ache and confusion. Finally he was able to overcome the anger and mixed emotions about his life and was able to appreciate what his parents did in fact do for him and if it wasn't for them he would not have the successes he has had today.

Although in Boxing for Cuba, Bill does not spend a lot of time reflecting on his professional career and achievements I can see how in his personal life he has demonstrated the five practices of exemplary leadership. I have also seen these practices in his professional career as I know him as the Manager of Public Works and the Mayor for the City and County of Denver. I have seen Bill speak many times and have had the pleasure of interacting with him personally. I love the way he models the way. He always speaks of himself as a public servant and I feel like he presents himself as a good role model. Secondly, every interaction I have had with him, he always talks about what is vision and goals are. I think he is great about enabling others to act and allows people the power to make their own decisions. The 2 practices of exemplary leadership that I think stick out the most for me is challenging the process and encouraging from the heart. I have seen him do this professionally and I see these characteristics portrayed in his book. Both personally and professionally I feel like he is not afraid to challenge the process whether it is going against the Cuban government to visit Cuba to fulfill his personal needs or looking at nontraditional ways to make the city of Denver a better place. I also think he demonstrates encouraging from the heart through his passion. I personally feel that Guillermo Vincente Vidal is a fearless leader and I am glad to have had the opportunity to read his book and have the interactions I have had with him.

Fish! A Remarkable Way to Boost Morale and Improve Results, Stephen C. Lundin, Harry Paul, and John Christensen (Hyperion, 2000).
Report by Carmelita Garcia, 2012.

This book is a story about the business practices of the world famous Pike Place Fish Market in Seattle. It talks about the choices they made to change their work environment and how they engage those around them in the process. Their employees call out the orders, through the fish through the air and make memorable moments for themselves, their customers and those around them.

This book shows how you can change your work environment form a "toxic energy dump" into a high-energy creative environment.

The four key elements used to accomplish this are:
1. **Choose Your Attitude:** We may not always have a choice about the work we are doing, but we do have a choice in how we do our work. We can choose the attitude we bring to our jobs.

2. **Play:** While we have to be serious about the work we do, we can still have fun in the process. We spend more time at work than we do with our families so why not make that time enjoyable.
3. **Make Their Day:** Look for ways to create great memories for yourself as well as your internal or external customers. When you spend some time on making someone else's day it provides a constant flow of positive feelings. Be inclusive and engage those around you.
4. **Be Present:** Be fully engaged in what you do. All too often we find ourselves multi-tasking and not really paying attention to what's really going on. Take the time to listen and be fully aware.

These elements are adaptable to any work environment. It would be great if we could all be doing the work we want to do, but the reality is that's not always the case.

This is a story about finding the deep sources of energy, creativity and passion that is inside each of us by learning to love what we do, even if we are not doing what we love.

This book helped me realized that I have become way too serious! It's time to start learning how to have fun again.

Blink: The Power of Thinking without Thinking, Malcolm Gladwell (Little, Brown and Company, 2005).
Report by Brant Gimmeson, 2012.

Blink is a book about making quick second decisions or thin slicing, the back stage process of making first impression decisions that are the correct decisions. This book has short stories of an assembly or individuals that make split second decisions on how to handle a situation or how to interpret the worth of an individual with their first or split second decision.

Malcolm starts out with a Greek statue that was being sold to a Museum. The statue was intensively evaluated for authenticity. The experts spent a large amount of time and scientific testing to determine the statue was an original piece. However, an art historian, Federico Zeri, took one quick look at the statue and determined it was counterfeit and after more scientific studies he was determined to be correct. However, it did take more testing and evaluation one thing that Malcolm didn't focus on!

Malcolm continues to demonstrate that through past history and split second decisions, you are more suitable to make the correct decisions. He refers to this as Adaptive Unconsciousness. Here are a few more of his interrelations of events and decisions.

The Warren Harding Error: A man, Harry Daughtery, a brilliant man that was a lawyer and a lobbyist met Warren Harding while having his shoes shined. He was so overwhelmed by Harding's stature and the attractive attention that Harding received; that, Daughtery made a decision to promote Harding. Daughtery determined that Harding would make a great president. Daughtery took Harding under his wing and promoted him through the political arena. Harding was so dynamic with his looks and his elegance in speaking that he became the obvious party

selection. Harding had been in politics but had never followed through on any immense ideas. Harding wasn't a predominantly intelligent man but he looked like a presidential candidate. Daughtery continued to promote Harding to the Presidency. Harding became President, and after two years had a stroke caused by his life style and is most likely identified as one of the worst Presidents in history.

In a statistical evaluation, Malcolm identifies that 14.5 percent of all men are six feet or taller. Among the CEO's of Fortune 500 companies, that number is 58 percent. He determined that almost a third were six foot two or taller. The lack of minorities and women was very evident in his statistical study. Is this a prejudice or is it just a thin slicing of the information you first identify with.

Another study that Malcolm conducted on thin slicing was to have different individuals negotiate for a used car. This was one of the dark sides of thin slicing. Malcolm selected individuals to go into a used car dealer and negotiate for the cheapest car on the lot and see what the final offering price would end up being. Malcolm selected a white man and women and a black man and women. These individuals were coached on how to deal with the used car dealer to enable them to get the best price. All of the individuals were of average attractiveness and were dressed in appropriate attire. They went to over 200 car dealerships each and the statistics were amazing. The white men received offers of $725 above the dealer's invoice, white women got offers of $935 above invoice, black women received offers of $1,195 over invoice and black men received offers $1,1551 average over invoice. This study was conducted in Chicago and makes you concerned that the car dealers were extremely prejudiced or were assuming that they could believe that some individuals wouldn't negotiate as hard as others.

The determination of Malcolm to make quick discussions and end up with the correct resolve is a great consideration. I believe that your first impressions is very important but it should be associated with, scientific analysis, historical data and input from other individuals!

Through all of Malcolm's studies it does indicate that statistics prove that the first impression and first decision weigh heavily on making the most accurate determination!

Mentor Leader, Tony Dung (Tyndale House Publishers, 2010).
Report by Lyn Heinricy, 2012.

"Secrets to Building People and Teams That Win Consistently" is the caption on the front cover of the book. However, the book is much more than that, it is focused on treating people with dignity and respect. It stresses on being a servant leader and modeling the way for others. The author was the head football coach of the Indianapolis Colts in the National Football League. Amazingly, in a strongly top down management style industry, he was successful as a Mentor Leader and has the Super bowl rings to prove it.

Mr. Dungy explains that being a Mentor Leader means getting your hands dirty, creating a legacy of value, and building into the lives of those you lead. As a man of faith, he references the Bible for many examples on how to act with integrity. A Mentor Leader should have the backs of those

they lead or as he calls it relational integrity. They must by accountable for the team and its product as "Nothing is more deflating to morale than to have a poor outcome pinned on someone who doesn't deserve it".

He also focuses on having a clear vision, mission, and values that are applicable to all involved not just the leader. Mentor leaders keep the vision out front for all to see and aim at. However, the Mentor Leader must lead by example through his or her character and dedication to the stated values. According to Mr. Dungy, all who lead should continually evaluate their motivation, priorities, and balance. Knowing your strengths and building on those areas will help the entire organization. Hiring or recruiting team members who are strong in your weak areas will ensure a well-rounded balanced effort.

Each chapter of the book provides action steps to help the reader become a better Mentor Leader. The majority of these action steps are self-reflective as he believes the way to become a Mentor Leader is from within a person and not from a list of 'to dos' or a magic formula. The bottom line of the book is that Mentor Leaders care, encourage, and lift others up so those they lead can become what each of them dream they can become.

Mr. Dungy provides several concrete examples on how to be a Mentor Leader based on his many years as an NFL coach. One example is that he does not yell or bark orders during a game nor does he teach or direct during the games. He believes that all the coaching, teaching and leading is done prior to the big game. During the game, he allows his players to do what they have been taught. Each player knows what is expected of them and how to do it so once the game begins it is up to them and he does not hold their hand. It is the same in other situations too. Leaders can teach employees how to do their job and they can inform them of the expectations, but it is up to the employees to actually do the work and achieve the results good or bad. According to Mr. Dungy, a Mentor Leader must take the back stage and stay out of the lime light if they want their people to excel.

His final words stress that you should start practicing being a Mentor Leader right where you are with those already around you. Mentor Leadership does not have to be anything formal just begin by encouraging, helping and teaching those near you.

*The Art of Power***,** Ticht Naht Hahn (HarperOne, 2007).
Report by Carol Helwig, 2012.

Ticht Naht Hahn is a Vietnamese Buddhist monk, teacher, author, poet and peace activist. In his many writings, he combines a variety of traditional Zen teachings with methods from Theravada Buddhism, insights from Mahayana Buddhism, and ideas from Western psychology, offering a modern light on meditation practice. Hanh's concepts have antecedents in a school of thought which is said to provide a philosophical foundation for Zen. He is considered the most influential living figure in the lineage of Zen Buddhism.

I chose this book over so many others because it resonates with me. These teachings transcend all of the possible layers of the systems within which we operate. They ring true to the core. The book proposes that as humanity evolves, so must power evolve. It does come from a spiritual

perspective, but in essence it's about mindfulness, which is not a religious or dogmatic concept, rather being fully present in each moment. In the mainstream, power is correlated with violence and domination, and spirituality is conflated with religiosity and dogma.

"Bringing his well-known "engaged Buddhism" to bear upon problems of contemporary society - from relationships, sex, and family, to business, politics, and the environment - he offers simple, straightforward practices for transforming the energy of power in real-life situations. In addition to explaining the Four Noble Truths in plain language, he presents the Five Spiritual Powers, the Five Mindfulness Teachings, and ten concrete practices to strengthen power and spiritual energy. In lively and unpretentious prose, he masterfully interweaves Zen philosophy and stories from the life of Buddha (as well as some of Buddha's lesser-known associates) with examples from his own life and the lives of others with whom he has worked in recent years. We observe how, paradoxically, impermanence, non-self, interbeing, and mindfulness form the foundation of the very peace, happiness, freedom, and prosperity we all seek on individual and collective levels. Thus, ancient wisdom finds contemporary relevance for everyone, from housewives (and househusbands) to corporate visionaries and heads of state. "

One of the parts of the book that I most enjoyed was the story of the founder of Patagonia (the clothing company). This company is part of the corporate system, yet they are able to fully function in a mindful way that fosters community, foments personal transformation, and serves as a leader for other corporations to improve a climate that is very focused on the bottom line. They have been able to still make a monetary profit while still minimizing the negative environmental and human impact that a corporation can have.

In a nutshell, the book urges us all to lead a mindful, examined life, and be present in every moment. Living in a mindful way offers clarity and awareness that gives us power that is more valuable than power that comes from domination or violence. Whenever we are ungrounded we all have it available to us to come back to being present in every moment. It is as simple as noticing your breath going in and out.

The Leadership Pill, Ken Blanchard and Marc Muchnick (Free Press 2003).
Report by Dan Hendershott, 2012.

In today's world, we want a quick fix for everything. If my heart is showing signs of blockage, I'll take a statin once a day rather than going for a jog and cutting out the fat. We go to the chiropractor when our back "goes out" rather than being consistent with core strengthening to prevent it from "going out" in the first place.

Can leadership skills be attained or corrected similarly? Although this may seem silly at first, modern leadership demands efficiency as we fight to keep ahead and under budget. Wouldn't it be nice to just pop a pill in the morning and gain the immediate respect of employees and peers rather than earning it? Wouldn't it be nice to show up to work with a team who worked together like a well-oiled machine without taking the time to build a shared vision.

These are the attitudes that get a lot of us in trouble as leaders and supervisors. We rush things rather than immersing ourselves in the fun of the struggle. We forget that getting there is half the fun.

 The Leadership Pill is a fictional book that plays on the silly idea that leadership skills can be obtained through taking a daily pill. A pharmaceutical company (Leadership Pill Industries or LPI) develops a leadership pill that gains in popularity throughout the world. The company claims to have compressed, "….all of the attributes of effective leadership into a single pill." Soon sales exceeded those of Viagra.

Not everyone was convinced of the benefits of the Leadership Pill. The Effective Leader claimed that their concoction was only concerned with maximizing productivity and that good leadership involves more than "the bottom line". It also involves gaining the trust and respect of the leaders team as they are empowered to be the best they can be.

The Effective Leader proposed a Pill Free Challenge. In this competition, two poorly functioning teams are identified and a leader is assigned to turn around each team. The Challenge will last 12 months. One leader takes the much respected Leadership Pill while the other (Effective Leader) does not. Success is measured through customer service ratings, team morale, and profitability.

In the end the Effective Leader wins the challenge despite abstaining from taking the Leadership Pill. His team won on three principles; Integrity, Partnership and Affirmation. By practicing notable ideals such as, "Leadership is Not Something you do *to* People, It's Something You Do *with* Them" and "You Will Go a Lot further If You Stop to Refuel," the Effective Leader slowly won over the confidence of a skeptical team to edge out the team whose leader religiously took the Leadership Pill.

The Effective Leader argued that LPI used the wrong concoction to create their pill. Using the principles practiced by historic leaders such as Patton, Napoleon, and Attila the Hun, LPI created a pill that was only concerned with the bottom line of productivity and winning. Although this is an important attribute of a good leader, the Effective Leader argued, "The Highest Achievement As a Leader Is Winning the Respect and Trust of Your Team." He believed that, "People Will Think for Themselves When You Quit Doing It for Them."

Ever opportunistic, the CEO of LPI was not discouraged by the defeat. Rather than calling it quits following their defeat in the Pill Free Challenge, he set out to modify the Leadership Pill's concoction by addition the ingredients of Integrity, Partnership and Affirmation. After all these three ideals proved to produce a more Effective Leader.

First, Break All the Rules; What the World's Greatest Managers Do Differently, Marcus Buckingham & Curt Coffman (Simon & Schuster, New York, NY, 1999).
Report by Tom Herrod, 2012.

Basic Premise of the Book: Many "great manager" books have identified similar qualities of great managers, this book identifies what great managers do differently from everyone else.

Key Concepts:
1) Select for Talent – "Although not every coach can win consistently with talent, no coach can win without it." John Wooden, UCLA basketball coach. It is equally important to provide an environment where talent can flourish.
2) Define the Right Outcomes – Don't define the individual, define the outcomes. Resonates with one of our exercises where we discussed the value of setting objectives and targets, holding people accountable, but for the most part getting out of the way.
3) Focus on Strengths – You will never bring out someone's strengths by focusing on their weaknesses. Also discusses the value of "casting" the right people for the right job.
4) Find the right fit – "Create heroes in every role" Too often within an organization bigger titles, higher authority are seen as more respectful, or more highly sought after. Make every role in a team or organization values and respected.

Summary: I found many of Kouzes and Posner's five practices littered throughout the book, especially at the level of interaction between manager and managee's – especially "Inspiring a Shared Vision" "Enabling Others to Act" and "Encouraging the Heart." Although focusing on the manager role, this book did provide a lot of valuable nuggets for leading a team.

Never Eat Alone: And Other Secrets to Success, One Relationship at a Time, Keith Ferrazzi, Tahl Raz (Crown Business, 2005).
Report by Melanie Holt, 2012.

Theme: This book is all about relationships with other people. Creating a network of business and personal connections is a key component of any successful leader. Not only does this book talk about creating the network, but how to successfully tap into your network of people.

Highlights: Tapping into a network of other successful people at all levels helps one to be more successful themselves. Using friends, family and associates for support will lead to more success than trying to do things individually. This book runs through skills that help people build, grow and maintain networks through networking events, conferences, personal acquaintances, business associates and those people on your "I want to meet" list.

Most important lessons:
- Connecting with people is one of the most important business and life skill sets. Very few successful people attribute their success to just themselves; they always give credit to those that helped them achieve their success.
- Our ability to connect with people is our choice. We can grow deep connections by putting ourselves out there and giving people a glimpse of our humanity and our personality.
- The more people you connect with, the more opportunities you have to make even more connections. Knowing as many different people from as many different professions and social groups as possible create the best opportunities that you may not know existed.
- After you have made a new connection, FOLLOW UP with that person and you'll stand out from the crowd of other new connections. If you are going to make the effort to meet

new people, make sure they remain a part of your life, even if it is further down the road. Following up can be as simple as an email, phone call, thank you note, etc.

- Gain credibility and visibility in your field by becoming an expert on one angle or having a unique point of view and sharing that with others. When you are the authority on a unique subject matter, others will want to know you and listen to what you have to say.
- Ask yourself these questions: what is your passion? What truly gives you pleasure? How can you make a difference? These self-reflections will help you evolve and understand who you really are, what you really want and help you focus on what is most important in your life.
- Networking Action Plan (NAP) is a tool that can help develop goals to fulfill a mission – either work or personal life related. The NAP contains three parts:
    1. development of your goals: both short and long term goals should be developed and need to be specific, concrete and detailed. Also, they must be believable, challenging and demanding. Most importantly, goals need to be written!!
    2. connecting those goals to people, places and things that will help you get your job done. Goals can't be achieved alone. Think of family, friends, colleagues,
    3. determine the best way to reach out to the people who will help you accomplish your goals.

Good to Great, Why Some Companies Make the Leap…and Others Don't, Jim Collins (Harper Business, 2001).
Report by Laurel Karabatsos, 2012.

Collins was challenged after writing his first book Built to Last to explore not just great companies that started that way, but good companies that were able to evolve into great companies. He attempts to answer the question of how a company that wakes up one day and realizes that they are a good company, but not a great company, is able to make the transformation to greatness. This is the foundation for his research and the resulting book, Good to Great.

Collins addressed this challenge by forming a research team, identifying an objective measure of greatness (extraordinary results, averaging cumulative stoke returns 6.9 times the general market in the fifteen years following their transformation points), identifying carefully selected "comparison" companies and systematically determining what distinguished the great companies from the comparison companies.

Collins took the data and information complied by his research team and outlined a framework of elements that showed up 100% of the time in the good-to-great companies and in less than 30% of the time in the comparison companies.

Following is a brief summary of the key principles or the overview of the framework of concepts that Collins outlines in his book. He also depicts them in the following diagram. He describes it as:

Think of the transformation as a process of buildup followed by breakthrough, broken into three broad stages: disciplined people, disciplined thought, and disciplined action. Within each of these three stages, there are two key concepts, shown in the framework and described in the book. Wrapping around this entire framework is a concept they came to call the flywheel which captures the gestalt of the entire process of going from good to great.

Key principles/Overview of the framework:

1. Level 5 Leadership –

The first principle that Collins' research team identified was related to the company leadership. They called it Level 5 Leadership - it details the type of leadership required to turn a good company into a great one. The good-to-great leaders were quite different from the high-profile leaders who made the headlines in good companies. The leaders of great companies were self-effacing, quite, reserved, shy (even). An odd combination of personal humility and professional will. They were often individuals who had been with the company for years and then moved up to fill in as the companies leaders.

2. First Who and then What-

The second principle related to the company's human resources and purpose. The good-to-great leaders did not begin by setting a new vision or strategy. Collins used the analogy of a bus - They began by "getting the right people on the bus, the wrong people off the bus and the right people in the right seats". And then they figured out where to drive it. The old adage that people are your most important asset is not what they found in the good-to-great companies. The right people are your best asset.

3. Confront the Brutal Facts (yet never lose faith) –

In the third principle, Collins described how good-to-great companies followed the "Stockdale Paradox: You must maintain unwavering faith that you can and will prevail in the end, regardless of the difficulties AND at the same time have the discipline to confront the most brutal facts of your current reality". He compared this to what has been learned from former prisoners of war.

4. The Hedgehog Concept (simplicity within three circles) –

The fourth principle described by Collins is the Hedgehog Concept. This concept requires that companies ask – what can we be the best in the world at? If a company cannot be the best in the world at their core business, even if they have been doing that business for decades, then that core business cannot be the basis of a great company. It must be replaced. The hedgehog concept reflects a deep understanding, but is a simple concept. There are three circles of the hedgehog concept – a) what are you deeply passionate about; b) what drives your economic engine; and c) what can you best the best in the world at.

5. A Culture of Discipline –

The fifth principle in Good to Great, addressed the culture of the great companies. Collins talks about how all companies have a culture, many companies have discipline, but few have a culture of discipline. When the culture is one of discipline, he argues that you don't really need hierarchy or bureaucracy or excessive controls. Discipline combined with the ethic of entrepreneurship results in great performance.

6. Technology Accelerators –

As the sixth principle Collins describes how good-to-great companies use and think about technology differently. They don't use it as the reason to start a transformation, but carefully apply it to what they've started so it helps the company reach a breakthrough. The technology

itself is not why the company is great. Instead they've used it to help them progress toward greatness.

      7.   The Flywheel and the Doom Loop –

The seventh principle talks about how the transformation from good-to-great in these companies was not a dramatic jump from good to great, some miraculous innovation or stroke of good luck, instead they happen over time, organically. Collins describes the process as one that resembles pushing a giant flywheel in one direction until momentum builds and a breakthrough occurs. It may appear to an outsider as a dramatic transformation, but insiders report a slow and steady process of working toward their goal, that over time results in the momentum necessary to compel the company toward a breakthrough.

      8.   From Good to Great to Built to Last –

In the final principle Collins talks about how good-to-great is not the sequel, but instead is the prequel to his first book <u>Built to Last</u>. <u>Built to Last</u> is about turning a good company into one that prevails/lasts. <u>Good to Great</u> is about turning a good company into one that produces sustained great results. He addresses how a company must have core values and a purpose beyond just making money to make that final shift to a company with sustained great results.

The Jesuit Guide to (Almost) Everything: A Spirituality for Real Life, James Martin (HarperOne, 2010).
Report by Sarah Lampe, 2012.

Summary: Though the title of this book makes you think it's a step-by-step guide to everything based on Jesuit spirituality. In reality it provides you with realistic options, accompanied by engaging, at times humorous, stories on how to live a life according to the Jesuit spiritual tradition. Though the book is based in faith, God, spirituality and religion, it is written and presented in a way that does not isolate the reader for believing what s/he believes, no matter what religious or non-religious life they choose to live. There are concrete examples from nearly every practiced faith from Christianity to Buddhism from "spiritual but not religious" to tongue and cheek "sheilaism" (or religion solely based on your own beliefs, so I guess mine would be called "Sarahism").

I was continuously surprised by the constant applicability of this seemingly religious book to common secular problems such as leadership skills, skills in developing and maintaining good friendships, skills in understanding and working with desire, and skills to learn how to become humble enough to know our talents but also accepting our limitations.
Some of the major themes that I noted throughout the book were:
1. Recognizing and working with desire
2. Handling fear through relationships and personal growth
3. Acceptance of non-perfection
4. The power of humility in personal, professional and extemporaneous relationships
5. Outward signs of gratitude must be constant (don't keep it inside)
6. "Speak Little, Listen Much" a. Listen without judging b. Admitting we are powerless to others' situations gives us the ability to truly listen
7. Change is power
8. Identifying with the outcast breaks down all ladders of superiority

9. Saying "no" though difficult allows you to excel in those areas you desire
10. In interpersonal battles, you are most likely part of the problem
11. Honesty is difficult but necessary
      a. 2 difficulties to honesty
           1: when your friend doesn't want to hear something and
           2: when you don't want to say something
12. Be discreet
13. Surrender to the future: Acceptance of what is and moving forward rather than avoidance and tip-toeing around it
14. Empathy is key to clear communication
      a. My suffering and my perspective on suffering is not yours

Most Important Lessons Learned as They Relate to Leadership: One of the major lessons I learned from this book, aside from all of the amazing lessons mentioned above, and is the power of reflection. One of the spiritual exercises discussed in this book is the Examen, a daily reflection that Jesuits do. Though this is done by those in the religious order I found it a poignant exercise that gives me a chance to reflect on what I had done through my day and what I should expect of myself in the future.

The steps of the Examen, in a non-God-like wording are:

1. Review: recall all of the events of the day (big and small). Recognize times when you felt most joyous and recognize times when you felt opportunities were lost
2. Gratitude: recall times throughout the day when you were grateful, not these and, where possible, externalize your gratefulness the following day
3. Sorrow: recall any times when you did something or failed to do something that may have hurt someone
4. Forgiveness: seek forgiveness for those actions (within yourself, from your God and/or from the person you may have hurt)
5. Grace: accept what cannot be changed and seek the grace to change those things that you can change. Give yourself the clarity of your day in order to move into the next day freely.

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 Matt Langenfeld, 2012.

Very early in the RIHEL experience, I was inspired by Carl's reference to the results of his team related research. I tried some of Carl's recommendations with success. I found the book to be intellectually stimulating and have incorporated aspects into my daily work with teams. The book offers nuggets of wisdom backed up by direct research with working teams. It should be on the shelf of any leader or team member. So many team related books have untested theories and ideas that are not proven. Carl's book is backed with hard data collected from 6,000 teams members and leaders.

Some Wisdom from the Book

The two most important factors to a team relationship are openness and supportiveness. Openness refers to the ability to surface and deal with issues objectively. Supportiveness refers to bringing out the best thinking and attitude in the other person. Healthy team relationships are characteristic of successful teams.

Based on a survey of 600 leaders, researchers discovered six consistent and useful leadership competencies: focus on the goal, ensure a collaborative climate, build confidence, demonstrate sufficient technical know-how, set priorities, and manage performance.

Negative personalities depress the team. The most common reason a team fails is problematic relationships. Bad relationships are destructive. A total of 28 percent of management time is wasted on managing conflict.

Regarding the team leader, the two primary complaints are: 1) unwillingness to confront and resolve issues associated with inadequate performance by team members, and 2) diluting the team's efforts with too many priorities. The book suggests that to manage performance one must require results, review results, and reward results. It is important to clearly define the goal, repeat it often, and not to dilute team efforts with too many goals. Clarity drives confidence and confidence drives commitment. Defining the goal and not prescribing the means to the end is important.

Trust in the team and the ability to take risk without worry of ramifications is important. People quit upper management, that they cannot trust, not companies. High control and micromanagement are not good.

Feedback is a gift. The ability to constructively give and receive feedback is our greatest deficiency in relationships.

Intelligence is not a determinant to effective team leadership. Executive management teams exhibit the lowest level of collaboration. Egos can get in the way.

My Experience

I work in collaboration with a multitude of teams. Many teams are dysfunctional and contain negative members. I find that it goes better when a relationship is already formed with individuals on the team and they are interested and cooperative. These teams seem to overcome obstacles and be successful. I have a tendency to establish and work with teams that seem functional and avoid the rest. Picking my own team and who I work with is not always an option.

 In a recent "fireside chat" with a retiring upper level manager of over 30 years, he indicated that as much time should be spent fostering relationships as working to accomplish a goal. He learned that wrecking a relationship to accomplish a goal today had career long implications and ultimately lessened his effectiveness.

So I thought I would try some of Carl's wisdom. My unit contains some members that are about as negative as you can get and not team players. Our supervisor fails to address their negative behavior. At times, I have had the misfortune of working with them on a team. The experience was not the best and their contribution was less than meaningful. I attended one of Kathy Kennedy's time management training sessions. My supervisor wanted me to bring back some lessons learned to our unit at our regular mandatory staff meetings. I dread presenting to these negative people. I often say that every disaster is an opportunity. I enlisted a coworker and attendee to the time management training who exhibits a positive attitude and offered to assist me. We discussed the issue of how these negative people would respond as it is an issue for both of us. The light bulb came on and I suggested that we make the training optional and allow those not interested to leave. I discussed this with my supervisor and he agreed to make this portion of our staff meeting optional. I sent an email with information about the training and stated it would be optional. Before the meeting started, the usual negativity began from the usual suspects. They had a handful of reasons why the training was not important or useful. I pointed out that the training was optional and they did not have to attend. A total of four individuals got up and left the room. I was very relieved at their departure as two are consistently very negative. The training was enjoyable, with good interaction, exercises and lots of questions. My supervisor was very pleased with the training and it was reflected in my upcoming review.

Servant Leadership: a Journey into the Nature of Legitimate Power & Greatness, Robert K. Greenleaf (Paulist Press, 2002).
Report by Sarah Marsh, 2012.

Highlights
Greenleaf writes, "The servant-leader is servant first, it begins with a natural feeling that one wants to serve, to serve first, as opposed to, wanting power, influence, fame, or wealth." Servant-leaders first take care to ensure others' highest priority needs are being served, mostly in order that those others may grow and are fulfilled (p.27), and not as a means to an end such as profit, but as an end itself. He argues the world needs more of this type of leader, and suggests characteristics, methods, etc. to develop individuals, businesses, trustee boards, schools, and other institutions in support of that. I will emphasize the more individual-focused chapters for right now.

Servant leadership is grounded in service to others, to the environment, to non-material achievement such as happiness and human development and fulfillment. Like other types of leaders, Greenleaf's servant-leader always has a goal and can articulate it for others (p. 29), listens and hears (p. 30) (a servant leader responds to problems by listening first) (p. 31), withdraws to reflect (p. 32), accepts others and is empathetic (p. 33), uses intuition and foresight (p. 35-39), is perceptive and aware (p. 40), is persuasive and patient (p. 42-44), and conceptualizes a vision (p. 45). And in addition, a servant-leader's influence necessarily enriches others (p. 56) as it creates an environment where people can grow and experience meaning.
In an institution that espouses servant leadership ideals, the principal leader is "first among equals," rather than the chief at the top of the organizational pyramid. Responsibility is shared among a team, not concentrated in one chief.

<u>Most Important Lessons</u>
Greenleaf's servant leadership philosophy echoes many of the themes and premises we've discussed in this program, and reminds me of some of Majora Carter's themes, in particular around "triple bottom line" business goals. Servant leadership is socially conscious. It requires caring and empathy, internal and external awareness, listening, vision and foresight, intuition and creativity. Servant leaders show courage and conviction, yet are open to being wrong and concede easily they do not know everything while striving to learn.

I worked at an organization that practiced a servant leadership approach, though I didn't know its label at the time. The founding partners believed it was their role to serve the employees so that they may achieve their best, and the "org chart" was an inverted pyramid with employees at the top and managers below. Using this approach was a business decision, as it often yielded great ideas and other outcomes that lead to improved sales, but it was also a moral choice. When it came time to expand, rather than hiring a manager to drive the expansion enterprise, the founding partners solicited "managing partners" who became owners of that enterprise and part of the umbrella organization's leadership team.

The benefits of servant leadership are many. It is creative and opportunistic: "If one is servant… one is always searching, listening, expecting that a better wheel for these times is in the making" (p. 23). It allows good ideas to be elevated from wherever they come, increasing the number and quality of possible solutions. It develops new talent and builds capacity among others (succession planning). It also generates a sense of community and togetherness – decisions are not owned by a lone individual, and all participants have a stake in the outcomes. It builds on existing human capital to derive the best outcomes, as its building human capital.
On a more personal note, the ideas of servant leadership support some of my natural tendencies that I don't always see as strengths. For example, seeing issues as gray rather than black and white isn't necessarily bad, not having all the answers doesn't disqualify me as a leader, and trusting my gut even when more logical rationale is not yet apparent to me may be valuable foresight and conceptualization.

The Art of Woo: Using Strategic Persuasion to Sell Your Ideas, G. Richard Shell and Mario M. Moussa (Penguin Publishing, 2008).
Report by Judy McCree Carrington, 2012.

Main Points: Woo is the ability to win people over to your ideas without coercion, using relationship-based, emotionally intelligent persuasion. Woo is simple to say, but hard to do. It is a four-step process of a clear, systematic, scientific and replicable strategy for putting your ideas across: 1) Survey your situation, 2) Confront the five barriers, 3) Make your pitch, and 4) Secure your commitments. Woo is one secret for successful and effective collaborations with colleagues, partners and customers. "It is about people and building relationships, not about saving time." Two other traits make "woo" difficult in organizational settings, 1) familiarity, and 2) formality (the need to follow protocol).

People conducting business often gain personal knowledge and sometimes animosity toward those they work with. Such familiarity can create habits and assumptions that prompt the

"persuader" to make careless moves because they believe they know all they need to know about the other person. The formality of following business protocol or bureaucracy also can prompt missteps because the persuader doesn't build rapport before trying to sell their ideas.

Shell and Moussa provide two enlightening self-assessments to help the reader find their strengths as a persuader. The authors then show how to implement a unique set of skills during encounters with others at "just the right time with just the right people."

"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." ---Lee Iacocca, former CEO, Chrysler Corp.

Qualifications of the Authors: "G. Richard Shell is director of the Wharton School's Executive Negotiation Workshop and professor of legal studies, business ethics, and management. He also wrote the award -winning book, *Bargaining for Advantage: Negotiation Strategies for Reasonable People.*" Mario M. Moussa teaches at Wharton School and is a principal of Center for Applied Research (CFAR), Inc., a management consulting firm.

Topics Audience: Anyone who must sell complex ideas, solutions to difficult problems, an intangible product or service, or must deal with difficult people in business and other challenging workplaces.

Highlights

Lessons Learned (including value, effectiveness, usefulness): "Having good ideas is one thing, but having the persuasion and political skills to win support for them is quite another." (Wheeler) 'Woo' delivers a key message about effectiveness in communication, especially in workplace. The message is not about *you* the individual, but about the connection a person establishes with others. Woo begins with self-awareness as its foundation: knowing your own goals, biases, emotions, and preferences. The 'art of woo' is the balance between being "self-oriented" to "other-oriented" that focuses on others' needs, perceptions and feelings. The authors mention that such values resonate in other books as well, such as, Stephen Covey's, "*7 Habits of Highly Effective People*", and Buckingham and Clifton's, "*Now, Discover Your Strengths*".

The Art of Woo teaches that you must come prepared with a plan, then improvise and adjust one's leadership style as you go along. With the knowledge gained from the self-assessments, I learned my current perspective of what I believe I need to do to be effective within my organization, i.e., leverage workplace relationships, be genuinely willing to help colleagues with extra work, and be adept at power brokering within the politics of the organization. However, what I would be more comfortable doing in the workplace if I could choose is to persuade others based on shared purposes, establish genuine one-to-one connections that were trustworthy, and be able to maneuver within the workplace politics. A tool included in the book, The Woo Worksheet, is also a tool in the book divided into the four steps mentioned earlier with five recommended sections of questions to build a case to sell your idea:

- The Idea: Example – What problem does my idea solve?
- Your Stepping-stones: Example – Who is the ultimate decision maker?
- Confront the Five Barriers: Example – What is the basis for my *credibility* with this person?
- Make Your Pitch: Example – What evidence will best resonate with the other person?
- Secure Your Commitments: Example – What alliances and coalitions should I develop to secure implementation?

I must continue to practice, 'Woo' and approach each persuasion moment as a 'fresh event', a new opportunity, even if it is happening with someone I have teamed with a hundred times or worked with for ten years.

Guts! Companies That Blow The Doors Off Business-As-Usual, Kevin and Jackie Freiberg (Doubleday, 2004).
Report by Tere Nelson-Bragg, 2012.

In this book the Freibergs reveal the secrets behind a number of impressive companies. These are "Gutsy companies" with the courage to buck trends and follow their own paths to creating a BEST place, where the BEST people can do their BEST work to create a BETTER world. *GUTS!* takes a look behind the scenes in companies known for unorthodox leadership and record profits. It details the creativity in leadership required to shake it up, think innovatively and get people truly engaged.

Drawing on five years of research, the Freibergs take the reader behind-the-scenes to examine how several intensely focused, dedicated and unconventional leaders and their companies do what they do so well. Among them:
Jim Goodnight of SAS Institute, a world leader in business-intelligence software, has clients that include 98 of Fortune's top 100 companies. Goodnight built a country-club campus to pamper his highly motivated staff, which saves his company over $60 million dollars in employee recruiting and retention. He believes the more you help employees focus better on their work by making their lives easier, the more amazing results they achieve for your organization.
Bob Davis, CEO of USAA, leads one of the most integrated financial services firms in the world. When it comes to customer service, this company epitomizes the word REMARKABLE! With over $66 billion in assets, a customer retention rate of 96 percent and a market share of 95 percent, USAA has established a bond with its members that would be the envy of any company in the world. Davis believes the company success is because the company is committed to maintaining a sacred trust between USAA and its members.
Roy Spence, Jr., President of GSDM Advertising (which AdWeek magazine named "Agency of the Year" seven times), created an office complex called Idea City that is part ancient Greek marketplace, part Soho atelier to spark innovation among his creative team.
James Blanchard, CEO of Synovus Financial, is another financial services giant with more than 20 billion dollars in assets; Synovus is consistently ranked as one of Fortune's best companies to work for (it was #1 in 1999). Blanchard has established a culture where people matter and assume 100% responsibility for the company's success by advocating servant leadership.
Ricado Semler of Brazilian-based Semco is the epitome of insanity that works. Over the last decade Semler's $160 million dollar company racked up an annual growth rate of 24 percent. This is a company where there are no job titles, no organizational charts and no policies. Workers set their own production targets and salaries.
All of these leaders are different yet they all have the following things in common:
- They are all pioneers not followers in their industries.
- They have a record of long-term success and extraordinary business results.

- Whether they are flamboyant or low-key, they are deeply dedicated to inspiring their people to higher levels of engagement and performance.
- They care about their people as individuals not just "assets" or "resources."
- They are all doing things radical enough to make you say. "That takes guts!"
- What they're doing can be replicated to help other businesses succeed.
- And they all run organizations we'd want to work in ourselves.

The Key ideas set forth in the book GUTS! address the ideas of; gutsy leaders, branding your culture, creating a sense of ownership, hiring the right people, leading with love, making your business heroic, having fun and most importantly having courage or GUTS.

The Greatest Generation, Tom Brokaw (Random House, 1998).
Report by Michael Paules, 2012.

This book consists of a series of profiles of individual men and women that describe their personal experiences during the Great Depression, World War II and the post-war era of prosperity. These various men and women differed in race, nationality, education, and wealth, yet shared common values of duty, honor, economy, courage, service, love of family and country, and above all, personal responsibility. The book organizes these individual profiles into: ordinary people; home front; heroes; women in uniform and out; shame (minorities); love, marriage and community; famous people, and the arena (politicians).

Millions like these individuals spent their young adult lives either serving and/or fighting for their country in foreign lands overseas under extreme physical and mental stress away from their families. Others, especially women, supported the war at home working in factories, organizing drives to gather and conserve precious resources, and performing critical administrative, supply and medical duties as members of the armed forces to men engaged in battle.

There are several important lessons that can be taken from the lives of these individuals profiled, including those who acted as leaders during the war and others who applied their war experience in becoming post-war leaders. Most were shaped by the strife in growing up during the Great Depression and the personal sacrifice in serving their country during World War II. After experiencing great hardship and adversity, this generation returned to establish the foundation for the economic, political and cultural prosperity in America that followed World War II. Although many who experienced combat were forever changed, they remained humble, reluctant to talk about their battle experiences, fears and nightmares, and did not seek recognition or reward for their sacrifices. Yet, they all shared a common love; love of each other, love of life and love of their country.

Women played a critical role during World War II both in an out of uniform. The Women's Army Auxiliary Corps resulted in radical changes within the military services that continue to define the military today. The war created new opportunities for women in the workplace, which

challenged discrimination and sexual harassment and fostered the upward movement of women in today's society.

Although racism against Black, Hispanic and other minorities in America existed as an ugly truth for this generation prior to, during and after World War II, the war provided lessons in dignity, equality, and respect from the extreme courage and unselfishness of minorities serving their country. The war created opportunities for many veterans, including minorities, which resulted in meaningful contributions and advancement in post-war society.

The leadership that many of these individuals demonstrated was founded in their convictions of duty, honor, sacrifice and faith. Many realized that had little to lose, after seeing their families lose their farms, business and jobs during the economic despair of the Great Depression, and everything to gain in the face of wars against two major enemies that threatened their liberty and future way of life. Most importantly, this generation took and accepted personal responsibility for their lives.

After the war, many returned with a sense of urgency to rebuild their former lives and take advantage of a college education afforded through the G.I. Bill. They applied the passion and discipline that they gained in the war's cause to their own personal pursuits, which resulted in significant advancements in science, medicine, art, literature, public policy and civic organizations.

I took away several lessons from reading the various individuals profiled in this book related to the qualities of leaders and leadership that include:
- Leaders are not afraid to take risks when their personal convictions compel them to act
- The acts of leadership that put others before themselves inspire others to serve the greater good (encourage the heart)
- Leadership is most effective when a cause is united in common values to serve a common purpose
- Leaders prefer to talk about the gains that were achieved (positive) rather than the wrongs or pain that they suffered (negative)
- Leaders are quick to praise the contributions and service of others and are reluctant to recognize themselves
- Leaders learn from their experiences and look forward to what is possible
- Leaders remain humble, grateful and reflective

Although this book is not academic in the subject of leadership, it provides key insight to the leadership values shared by individuals representative of the "greatest generation" that were subject to the most significant period of economic strife and world war in the past century.

Steve Jobs, Walter Isaacson (Simon & Schuster, 2011).
Report by Shannon Rowe, 2012.

Side note: I have to say that the author of the book Nanette read, *A First-Rate Madness: Uncovering the Links Between Leadership and Mental Illness* may have enjoyed analyzing Steve Jobs.

Highlights

- Jobs asked Isaacson to write his biography (more than once), which is not surprising since Isaacson's other biographies, of Einstein and Franklin, are engrossing, readable studies of men who changed history. Jobs was the type to consider himself, not unjustifiably, in that light.
- Isaacson writes a lot about Jobs's "Reality Distortion Field". This was his way of getting people to do what he wanted by making the impossible seam possible. He believed he should always be in control. He wouldn't listen to arguments by his staff that a change would be costly or would delay the launch of a product because he wanted the product done right the first time.
- Jobs was a genius for the computer age, he was creative, innovative and focused on the right things to design products that were truly beautiful, however he didn't ask the consumer what they wanted – which somehow didn't affect the sale and cult-like popularity of the products he made. It was as if his "Reality Distortion Field" was contagious among the masses.
- Job was a surprisingly emotional man given his harsh personality. He cried a lot, even in the presence of his co-workers (when happy, angry, frustrated, or when he felt cornered).

Most Important Lessons Learned as They Relate to Leadership

- Jobs did everything a manager shouldn't do:
- He micromanaged his team to the point of being involved in the design of something every day. (This resulted in some amazing products such as the iPod, iPhone, iPad)
- He was not a coach. He belittled staff he didn't like or those who "didn't' make the cut" in front of everyone.
- He was not a good listener nor did he take interest in his employee's success. He would tell staff that their ideas were stupid then bring them up as his own ideas later.
  - Jobs categorized into some of the leadership theories we've discussed:
- *Born or made*: I think Jobs was a little of both. He was born into a working class family that wanted him to go to college and succeed however he had a chip on his shoulder about the fact that he was given up for adoption by parents who were well educated. This gave him the drive to make himself what he wanted to be "reality distortion field".

- *Individual or relational*: Jobs was definitely of the mindset that leadership is about the individual, taking risks and making changes that could cost millions of dollars yet succeeding in doing so.
- *Positional or everywhere*: Jobs tended to be more in the mindset of leadership is everywhere by having weekly brainstorming meetings with designers to come up with new products to focus on.
- *Results or engagement and intent*: Jobs was all about results. He wanted the products he designed to be beautiful on the inside and out.
- *Vision or Framing:* Jobs had a vision for Apple and he recruited people to work for him who were the best at what they did - "The A Class" as he called them and who shared that vision or were persuaded to share that vision using his "Reality Distortion Field".
    - Overarching lesson: No one can or should try to lead as Steve Jobs did. It isn't possible to get the same results. He had a brilliant mind and uncanny knack of knowing what computer products were going to be a success; however the way he treated his employees would not work well if he were anyone other than Steve Jobs.

The Five Dysfunctions of a Team, Patrick Lencioni (Jossey-Bass, 2002).
Report by Laurie Schneider, 2012.
Accompanying Workbook**: Overcoming The Five Dysfunctions of a Team: A Field Guild for Leaders, Managers, and Facilitators**

This book starts with a "leadership fable" to demonstrate the model in action. Both the book and the workbook include useful tips and activities to build cohesive teams that focus on achieving collective results.   I believe that high functioning teams have endless possibilities in what they can accomplish. This book can help committed and persistent teams achieve extraordinary outcomes. I highly recommend it (and the workbook).

	5 Dysfunctions of Teams (and Symptoms)	Behaviors of Truly Cohesive Teams
	Inattention to Results (individual status and ego issues)	Focus on achievement of collective results
	Avoidance of Accountability (low standards)	Hold one another accountable for delivering against those plans
	Lack of Commitment (ambiguity)	Commit to decisions and plans of action
	Fear of Conflict (artificial harmony)	Engage in unfiltered conflict around ideas
	Absence of Trust (invulnerability)	Trust one another

Key Points:
Great teams do not hold back with one another.

Trust is critical
Team members must be vulnerable with each other and be confident that their respective vulnerabilities will not be used against them. It is only when them members are truly comfortable being exposed to one another that they begin to act without concern for protecting themselves. "Politics are when people choose their words and actions based on how they want others to react rather than based on what they really think."

Key for leaders: Create an environment that does not punish vulnerability and encourages risk taking/asking for help.

Valuing unfiltered and constructive conflict that focuses on concepts and ideas
All great relationships require productive conflict to grow. Focus on concepts and ideas and avoid personality-focused conflicts.
Key for leaders: Resist the temptation to make artificial peace. Demonstrate restraint when people engage in conflict and allow resolution to occur naturally, as messy as it can be sometimes. Model appropriate conflict behavior when it is necessary and productive.

Committing to decisions and plans of actions
Key for Leaders: Strive for clarity and buy-in. Don't place too high a premium on certainty or consensus. When people don't unload their opinions and feel like they've been listed to then they won't really get on board. "People need to weigh in before they can buy in."

Accountability
Peer pressure can be useful. Members of great teams hold one another accountable and demonstrate that they respect each other and have high expectations for one another's performance. "The enemy of accountability is ambiguity."

Highlights and Lessons Crucial Conversations: Tools for Talking When Stakes are High,
Kerry Patterson, Joseph, Grenny, Ron McMillan, and Al Switzler (McGraw-Hill, 2007).
Report by Lisa Schott, 2012.

Definition: Crucial conversations are defined as a discussion between two or more people where: 1) Stakes are high, 2) Opinions vary, and 3) Emotions run strong.

Background: Starting a new, demanding job near the beginning of my career as a professional planner for health, I've found myself off to a rocky start amidst changing leadership and a merger with a neighboring organization. I've already found myself in several crucial conversations and have muddled through them with varying degrees of success. Along this path, two colleagues recommended that I read Crucial Conversations so that I may better understand the context of these types of conversations and begin to build a skill set to better approach them.

Highlights & Lessons: Two pieces of this narrative around crucial conversations stood out to me as particularly useful. First, the authors share that "you don't have to choose between being honest and being effective. You don't have to choose between candor and your career." In recent months, I've found myself feeling stuck by situations because I felt that I did need to choose. Reading further, the authors describe three types of "clever stories" that we're accustomed to telling ourselves in order to explain the actions of others. When we create helpless stories "we make ourselves out to be powerless to do anything. We convince ourselves that there are no healthy alternatives for dealing with our predicament, which justifies the action we're about to take." The other two stories are victim stories (it's not my fault) and villain stories (it's all your fault). Steps are laid out to help you change these stories. Turn victims into actors by asking "am I pretending not to notice my role in the problem?" Turn villains into humans by asking "why would a reasonable, rational, and decent person do what this person is doing? Turn the helpless into the able by asking "What do I really want? For me? For others? For the relationship? What would I do right now if I really wanted these results?" Thinking about instances when I've told myself these kinds of stories, particularly villain and helpless stories, I've been able to 1) recognize when I've told myself stories, 2) realize that many of the stories I've told myself have created situations that have made me feel stuck and helpless, 3) understand that I can alleviate, to some degree, my feelings of being stuck and helpless by using the tools the authors have laid out. Second, I took some comfort in the messages of this book because it starts out by describing the biological processes that naturally take over when we find ourselves in a crucial conversation stating that "our emotions don't prepare us to converse effectively. Countless generations of genetic shaping drive humans to hand crucial conversation with flying fists and fleet feet, not intelligent persuasion and gentle attentiveness." Responding to a series of crucial conversations in my new role, I've taken a lot of responsibility for communication failures, presuming that I lacked some degree of emotional intelligence, and was embarrassed about my emotional reactions. Reading this book, I discovered that my default reactions are common and not necessarily anything to be embarrassed or ashamed of. However, I also learned how to recognize when conversations become unsafe for me (often the reason behind my emotional reactions) and others (often the starting point for my telling of villain and helpless stories) as well as how to maintain safety and recapture safety once it's been depleted. These tools will make it easier for me to keep my emotional reactions in check and help build my confidence in tackling crucial conversations in the future.

Conclusions & Recommendations: Overall, I found this book, Crucial Conversations, to be an extremely valuable tool in learning how to better communicate with people, both personally and professionally, about topics that commonly make people uncomfortable. I strongly recommend to everyone, as I am confident that these messages will be applicable to all individuals regardless of their position or current competencies in communication.

The 21 Irrefutable Laws of Leadership, John C. Maxwell (Thomas Nelson, 2007).
Report by Suzuho Shimasaki, 2012.

Summary
This book does an excellent job describing numerous key factors that influence the success of leaders by eloquently capturing real life examples of famous leaders who have carried out each of these leadership principles.

Highlights/Most Important Lessons for Me
Of the 21 irrefutable laws of leadership, the following had the greatest impact on me:

- ***The Law of Connection*** – I have been told on many occasions that people who follows leaders typically believe in the leader, not necessarily the cause (the concept referred to in this book as "The Law of Buy-In"). Although I have prided myself on my strong character which has allowed me to achieve a certain level of success as a leader, I have recently come to realize that my integrity and work ethic can only take me so far. Recognizing that connecting with individuals on a personal level is a weakness of mine, I have typically avoided this aspect of leadership and looked for other ways to compensate for this weakness. However, in reading this section, I have gained a new understanding and respect for the importance of personal connections, as well as how the inability for a leader to build personal connections could serve to be destructive, regardless of the other skills he/she may have. Although it will still be challenging for me, I now believe that effective leaders need to be skilled at creating personal connections with people and will thus find ways to develop my skills in this area.

- ***The Law of Empowerment*** – Empowering youth and underserved communities whose voices typically aren't heard has been the foundation of my approach to much of the service work I have done throughout my life. Although I have been practicing this philosophy since the time I worked on developing local ordinances related to underage drinking prevention as a high school student, I have struggled to carry over this practice to my profession. As a young professional (younger than all of my clients and most of my colleagues) who is also a female person of color, my belief in empowerment has often been debilitated by my sense of competition and survival. However, The Law of Empowerment has taught me that developing others will help me develop myself; furthermore, inhibiting others' development will only inhibit my own. Therefore, as I move forward with my career, I will work at letting go of my fears and empowering those around me so that I can "make myself indispensable by making myself dispensable."

- ***The Law of Explosive Growth*** – Similar to the Law of Empowerment, the Law of Explosive Growth is about developing other leaders. Although it is important to

develop followers as well, by developing other leaders, one's level of influence
multiplies much more quickly. Therefore, in order to increase the impact I can have
on others, I hope to integrate this concept into my project and include leadership
development aspects to each training session of my Explore Public Health program.
While the foundation of the program is designed to increase participants' knowledge
and skills as it related to public health, I now recognize the importance of ensuring
that they leave the program as stronger leaders. As a result, they will not only pursue
a degree program or career in public health but they too will become advocates for
increasing the diversity of the public health workforce and create a ripple effect in
this effort.

I, Rigoberta Menchú: An Indian Woman in Guatemala, Rigoberta Menchú (Verso, 2010).
Report by Daryl T. Smith, 2012.

SUMMARY: *I, Rigoberta Menchú* is an autobiography of an extraordinary Indian women
raised in the highlands of Quiché in north-western Guatemala. Quiché Province ("Departamento"
as referred to in Guatemala) was one of the hardest hit regions during the nearly 30 years of
dictatorship, war and violence which began in 1954 when the CIA supported the overthrow of
the democratically elected government of Jacobo Arbenz in Guatemala. This resulted in a
military coup which led to the rise in power among the Guatemala Army, and over the next 30
years, more than 200,000 Guatemalans were murdered or "disappeared", the vast majority being
the Mayans. A brutal campaign was launched that destroyed 450 Indian villages and created
more than 1 million refugees.

Throughout her youth, Rigoberta supported and helped her father with his organizing, and as a
result, in the late 70s, a wave of violence hit her village and many others throughout the highland
Mayan communities. The army began to set fire to entire villages, including theirs. In spite of the
danger, Rigoberta's father organized the community to resist and was soon accused of being part
of an armed guerilla movement. They claimed her father had murdered a plantation owner and he
was kidnapped, tortured and jailed for 14 months.

When he was released he joined a new organization called the Committee of the Peasant Union
(CUC) that worked to secure basic rights for the Maya people, including fair wages and
protection of their land. Rigoberta's family suffered greatly for their efforts and commitment to
standing up for the rights of the Mayans and laborers.

In 1979, her younger brother was kidnapped, tortured, and killed by a military death squad. The
following year, her father was killed when security forces in the capital stormed the Spanish
Embassy where he and some other peasants were staying and protesting human rights abuses by
the Guatemalan military. Just a few months after she lost her father, her mother was kidnapped,
tortured, raped, mutilated, and killed. In total, Rigoberta lost both of her parents, two brothers, a
sister-in-law, and three nieces and nephews to violence in Guatemala.

Rather than giving up, Rigoberta became increasingly active in the CUC over the next year, and taught herself Spanish as well as other Mayan languages than her native Quiche. In 1980, she was one of the primary organizers in a huge labor strike that involved an estimated 70,000 to 80,000 agricultural workers from the sugar and cotton plantations, and virtually paralyzed the country for nearly fifteen days. The purpose of the strike was to demand better treatment of the farmworkers, mostly Mayan, on the Pacific coast, and for an increase in the minimum wage. A compromise was eventually reached, but of course not followed through on by the landowners. In 1981, Rigoberta Menchú had to go into hiding in Guatemala, and then flee to Mexico. That marked the beginning of a new phase in her life: as the organizer abroad of resistance to oppression in Guatemala and the struggle for Indian peasant peoples' rights.

In 1983, she told her life story to Elisabeth Burgos Debray, which was recorded, translated, and published as, *I, Rigoberta Menchú*. In 1987, Rigoberta Menchú performed as the narrator in a powerful film called When the Mountains Tremble, about the struggles and sufferings of the Maya people.

Over the years, Rigoberta Menchú has become widely known as a leading advocate of Indian rights, not only in Guatemala but in much of the Western Hemisphere. Her work has earned her several international awards, including the prestigious Nobel Peace Prize in 1992 in recognition of her courage and work for human rights of the Mayan people of Guatemala and native people elsewhere. Through her leadership and perseverance (and a good deal of luck), she was successful in bringing worldwide attention to the atrocities that were committed against her people. She was the first Indian ever to receive the award and one of only a handful of women. Obviously, this story describes an extreme case of leadership, where really all five of the practices mentioned in Kouznes & Posner's work were demonstrated.

It shows that leaders come in all kinds and that probably everyone has leadership abilities within them, but many never realize it nor have the opportunity to capitalize on these skills. Here was an extremely poor person from a rural mountainous village in Guatemala without any formal schooling, who suffered greatly throughout much of her childhood and made enormous sacrifices for her family and her people. Through the teachings of her father and other adults around her, she became an extraordinary leader and human rights advocate under the most difficult of circumstances, most of which those of us in the U.S. could not even begin to comprehend. Her commitment to social justice and human rights trumped her fear of dying, and she knowingly risked her life to save others.

I struggle to try and compare a story such as this with leadership in the workplace, but certain lessons stand out:
- No matter how difficult and even unrealistic a challenge may be, stick by your principles and never give up;
- If you see a wrong and truly believe that it needs to be changed, be a part of that change and lead by example. Also be willing to sacrifice your comforts for the benefit of others;
- No matter how bad a situation can get, something positive will come out of it.

And a final quote from Rigoberta that reflects her self-described leadership: "We have learned that the role of a leader is as a coordinator more than anything, because the struggle is propelled forward by the compañeros themselves". (Inspiring a Shared Vision).

Harriet Tubman: Imaging a Life, Beverly Lowry (Doubleday, 2007).
Report by Channing Tate, 2012.

HIGHLIGHTS: Beverly Lowry masterfully chronicles the life of one of the world's greatest leaders. Harriet Tubman, born Araminta Ross, is well known for her role in the Underground Railroad. Historians estimate that Harriet helped free more than 300 slaves including her parents, three of her brothers and many other friends and relatives. She famously stated, "On my railroad I never run my train off track and I never lost a passenger." Lowry also chronicles Harriet's lesser known, but in no way less heroic, endeavors during the civil war and after the war.

Harriet was born into bondage in Dorchester County Maryland around 1822. Her birth name was Araminta Ross and people called her Minty for short. She was one of nine children born to Harriet Greene and Ben Ross. Minty married a free black man named John Tubman and assumed his surname. It is not clear exactly when or why she assumed the name Harriet but soon after her marriage she became Harriet Tubman.

 In 1835, when Harriet was about 13 years old she was struck square in the head by a two pound metal weight. After this incident Harriet became "strange" and began to experience narcoleptic trances. In later years Harriet always insisted that during these trance-like stats she spoke directly with God. It was during one of these trances that Harriet envisioned herself and her brothers being sold south. The threat of being sold was especially worrisome as three of Harriet's sisters were sold and never heard from again. Therefore in 1849 she stole her freedom escaping North.

Harriet continued to have trances and visions throughout her life. These visions often directed her routes during her many trips back to Maryland to rescue family and other slaves trying to attain freedom. These visions also guided Harriet's work as a spy during the civil war as she guided Union gun boats through the complicated river systems of South Carolina. Many people that knew Harriet often remarked on her prophetic abilities and her keen intuition. In addition to her work as a spy, Harriet served as a nurse, sold pies and root beer to the US army and taught the newly freed slaves as much as she could about living free. It is notable that Harriet never received any compensation for the work she did for the Union during the Civil War.

Harriet's dedication to helping others persisted throughout her life. After the civil war Harriet retired to Auburn, New York where she owned some property and a home. Her home was always open to those in need and she often had as many as 15 people living in her home. Harriet late life cause became opening a home for aged blacks. She succeeded in this goal in 1908 when the Harriet Tubman Home opened in Auburn, New York. Harriet became a resident of the Tubman house in 1911 and resided there until her death in 1913.

MOST IMPORTANT LESSONS: I wanted to read this book because my own personal family history and interest in the historical events of the time. I can trace my own family roots back to 1840s. Harriet's biography provides a glimmer into what live might have been like for my own ancestors.

When I examine Harriet Tubman's life I am filled with awe and inspiration. She was a tiny woman born into slavery. She had no education, could not read or write and could not even rely on the security of her family as anyone could be sold away without notice. Harriet was whipped, beaten and severely injured (and likely disabled) but a metal weight that struck her head. Despite all of this hardship Harriet managed to become one of the most amazing leaders in modern history. She relied on her intuition to guide her in and out of slave country on several occasions. Her only motivation in these extremely dangerous journeys was to offer freedom to those who wanted it. Harriet worked, begged and borrowed to finance these expeditions and never asked any of her "passengers" for anything in return. During the war Harriet gave up the salary offered her by the government because the newly freed slaves did not trust her. With their trust Harriet was able to learn the landscape and waterways of South Carolina and successfully guide Union ships on raids and expeditions. She used her special intuition and knowledge gained and never lost a ship.

To support herself during the war Harriet opened a "washroom" and a restaurant of sorts to support herself and sent money to her ailing parents in Auburn. Everyday Harriet baked pies and made root beer which she sold to the army for money. Harriet took in laundry at her washroom in an effort to make money. In an act of true altruism Harriet taught many of the freed slaves in the Gullah islands how to launder and bake. She hired many of them to support her entrepreneurial efforts and paid them their first wages. She taught these people the value of money, how to count money and provided them with skills useful in their new lives.

No matter what challenges confronted Harriet she managed to overcome and preserve through. Her courage and heroism greatly touched and inspired me to continue to face my personal challenges head on and with dignity and pride. While reading Harriet's biography I was reminded of the inner strength and natural leadership abilities that I possess. She inspired me to be more courageous and more confident in my life's pursuits.

Finding Your Voice: Learning to Lead…Anywhere You Want to Make a Difference, Larraine R. Matusak (Jossey-Bass, 1997).
Report by Emily Thorp, 2012.

HIGHLIGHTS: This book was divided into two sections. The first portion of the book takes the reader through an in-depth look at yourself as a person and the things you must be aware of before you can truly be an effective leader. First and foremost, it is important to have a sense of self, to gain a deep understanding of what are your core values and what are your passions. Second it is important to recognize any preconceived notions you may have and accept but move past the mental roadblocks each of us possess. Third, it is everyone's responsibility to be aware of both your strengths and limitations. Fourth, self-awareness and self-confidence are interwoven. You can't have one without the other. Finally, each of us must be aware of, listen to

and trust our inner voice and sense of balance. Balance in terms of work and play, in terms of inner peace and spirituality, and balance in terms of an internal direction or intuition and the information on hand.

The second portion of the book takes the reader through the various "links in the chain that makeup the essence of leadership." I found that in order to understand, practice and apply each of these links, you must understand yourself first. With each link in the chain of effective leadership, there is a necessary and fundamental component that is rooted in the understanding of one's sense of who they are, and what they stand for. I also found the book to relate very closely to the 10 Commitments of Exemplary Leadership. Below are some of the highlights and with which commitment/practice of exemplary leadership each highlight aligns.

To find your voice is to understand who you are.	Finding your voice – clarifying your personal values	Model the Way
Your actions are a reflection of your values.	Set the example – by aligning actions with shared values	Model the Way
In order to weave a shared vision you must begin with clarifying your own vision.	Envision the future – by imagining exciting and ennobling possibilities	Inspire a Shared Vision
The views, aspirations and visions of others around you are akin to a kaleidoscope. They are more beautiful together.	Enlist others – in a common vision by appealing to shared aspirations	Inspire a Shared Vision
A great quote by William James, "Human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives." Creating a future, or vision, means being in tune with ourselves and realizing that personal change may be necessary to effect community or organizational change.	Search for opportunities – by seeking innovative ways to change, grow and improve	Challenge the Process
It's our responsibility to know ourselves and the level of risk we are comfortable with. However, it is also important for us to stretch ourselves a little and realize that failures are merely opportunities to learn something new.	Experiment and take risks – by constantly generating small wins and learning from mistakes	Challenge the Process
One route of many possible to building trust is through effective communication. Don't be afraid to be yourself and give others as much information as possible to make sound decisions themselves.	Foster Collaboration – by promoting cooperative goals and building trust	Enable Others to Act

You can't have leaders without followers nor followers without leaders and at any time and any situation the same person can and should move between the roles as smoothly as possible.	Strengthen others – by sharing power and discretion	Enable Others to Act
"Creativity and trust abound when everyone feels valuable and accepted."	Recognize contributions – by showing appreciation for individual excellence	Encourage the Heart
Humor can break down walls of tension, and bring about a sense of community and openness. Especially if the humor can be provided by and directed back towards the leader him or herself.	Celebrate the values and victories – by creating a spirit of community	Encourage the Heart

MOST IMPORTANT LESSONS FOR ME:

1. Probably the most important lesson from reading this book was the importance of understanding myself. Recognizing my strengths, my limitations, as well as my core values is the backbone of leading others to a shared vision of the future.
2. The second important lesson was the fact that to discover myself, my limitations, my strengths, and values takes time and a whole lot of reflection and introspection. Lots and lots of thinking.
3. The third important lesson is that my actions are reflections of my inner self. In order to understand more about myself, I should attempt to objectively look at my actions and behavior.
4. The fourth and final main lesson is that who I am as a person has an impact on every aspect of being a leader and being as effective as possible in leadership roles. It is also just as important in being a loyal, supportive follower when the need arises.

Inside the Leader's Mind: Five Ways to Think Like a Leader, Liz Mellon (Pearson Education Limited, 2011).
Report by Melissa Trecoske Houghton, 2012.

This book provides a look at the ways a leader thinks as opposed to how they behave. Through interviews with CEOs of major multi-national corporations the author found five similar ways in which they think. A comprehensive chart that reviews the five ways to think like a leader as discussed in the book was provided in the appendix of the book. This provides the most concise description of each way and is replicated below (not in its entirety).
The five ways to think like a leader are:
1. Act with no safety net
2. Be comfortable in discomfort

3.   Have a solid core
4.   Think in terms of being on watch for the organization
5.   Recognize that I am the enterprise

Act with no safety net
Move from pragmatic decision-making to leading the enterprise into uncharted territory
Act at the edge of uncertainty; make decisions that move the enterprise into uncharted territory. At the point of decision, there is no-one else to look for reassurance, I am alone. I am not waiting for permission and I am willing to lean into unknown risk. I am unafraid.

Be Comfortable in Discomfort
Move beyond the data to making a judgment call fraught with complexity and uncertainty
The complexity of the situation means that there is no right answer. Sometimes there is not enough data and I know that, despite this, the decision cannot be delayed. Sometimes I have all the data I need but I know that it's best to delay. I can live with the uncertainty and not transit it to others.

Solid Core
Move from looking confident to trusting an internal compass for what makes a difference
An inner sense of purpose strengthens my authenticity. I have a heightened sense of integrity that is driven from within. I know where I am coming from and I can chart a direction based on this inner compass. I am grounded, calm and have a clear sense of purpose from within.

On my watch
Move from being absorbed by the business of the day to living in three time zones without jet lag
It's not just about where the organization is heading, but also about making sure that I integrate the past into the future. I capture unique elements of the enterprise heritage, so that I can help others see the bigger purpose, but I can also let the past go if it might harm the future. I can live in three time zones simultaneously to weave the enterprise story.

I am the enterprise
Move from focusing on personal business results to embodying the enterprise and its aspirations
I understand not just what the enterprise does, but the core reason it exists. I embody what the enterprise stand for, I live and represent its values. If all goes wrong, I am ready to take the blame and step down, so that the enterprise can continue to flourish.

Questions posed by author to ask yourself and are most applicable to our leadership training:
- Are you willing to be the one to stand up and take the difficult decision?
- Do you have the courage to take the first step?
- Can you take people with you?
- Can you keep a good healthy dose of self-doubt?
- Can you keep an open mind while looking confident to others?

- Are you brave enough to fail?
- Can you resist the temptation to close down the debate and decide?
- Can you hold up and speak to an exciting future vision, even if the way forward isn't crystal clear?
- Do you have an inner compass?
- Are you authentic?
- Can you think about your tenure of leadership as fleeting and temporary?
- Can you live what the enterprise stands for?
- If something goes wrong, are you prepared to take it on the chin?

*Good Company: Business Success in the Worthiness Era***,** Laurie Bassi, Ed Frauenheim, Dan McMurrer (Berrett-Koehler, 2011).
Report by Kris Wenzel, 2012.
Leadership situation: Employee development &—leadership model- The Good Company Index

Description Highlights- There are many Organizational external quality/efficiency/and effectiveness "stamps of approval", such as the ISO 9000, the "Magnet Hospital" designation, the JCAHO for hospitals, IHI lead Hospital/agency Improvement- 10 million lives around safety ,and other indicators of "compliance" with a set of standards. (OSHA, Labor laws, etc.)   This book describes a unique quantitative ranking of a companies' Worthiness—as a steward/ member of society, as a trader/seller of goods (treatment of their customers) and as an employer- the Good Company Index. Surprisingly the data shows that those that rate high in all three areas, it paid off for them. (Tracking through the stock market –as proof) Similar companies who "behaved better" performed better. Disney is the only A company across the categories, Fed-Ex is second- and significantly out- performed their peers.

Interest area of Employee development/management
A Good Employer means being caring, exacting and stirring—all at once, through a value-creating organization committed to employees, sound data analysis, and an inspiring purpose.
 Leadership is a key element to creating value for customer and the employee—in all three essentials:
 1. Keeping the compelling purpose out front;
 2. Creating business Intelligence;
 3. Long term commitment to employees.

Positive cycle of company value supports ability to provide <u>long term commitment to employees</u> which is defined by Dan and Laurie as when employees —a) are rewarded for developing skills needed for company to meet organizations' business goals; b) are provided opportunities for advancement; c)receive recognition for accomplishments; d) feel secure in their jobs. Strategic leadership elements to develop: communications (effective); behaviors (action or inaction);

Work environment: hiring practices; job design; processes; conditions (decision-making); accountability; fairly compensating employees

Learning: formal and informal
2.) Creating business Intelligence- balance of cost/value of employee for long term – knowing when to cut or not- especially difficult with current economy.
1.) Purpose- keeping the compelling mission/vision out front
Glassdoor.com is a site that collects evaluations by employees of their worksite. Best places to work lists are important to the leadership- in attending to their employee development programs.

Most Important Lessons for Me
Being a good employer—means informed leadership- taking steps to know external, internal threats/opps; reminder about "balance" necessary to make long term commitment to employees through cost/value--- that is not only data, but also intangibles of the contributions.
Leadership/management transparency— use of glassdoor.com
Impact that one person's post on face book about a gaming company's excessive demands in terms of hours and days--

Analysis
 Strengths- Exciting to hear some good news about corporate America- and their leaders.
Framework suggested by Laurie and Dan, after 20 years' experience consulting with companies- that provides for focus on employees and achieving better business results.
Application to selecting vendors—determining their "worthiness" as a seller, level of customer and employee focus—and their level of steward of resources/ planet as society member
Weakness- approaches Corporate companies...because the data is public for Fortune 100 companies to do this analysis. All applies to both not for profit and for profit businesses— information just is not as readily available thru public sources –currently.

Questions for discussion
Is there such a thing as job security in this global/ economic community/ competition?
Are you a worthy employer? What is your level of commitment to the key elements of employee reward system, staff development programs/ advancement opps; recognition for accomplishments; communications-effective;….
Learning environments are becoming more prevalent- are we ready?
What would your employees say on glassdoor.com about your organization?

Leading Change Toward Sustainability: A Change-Management Guide for Business, Government and Civil Society, Bob Doppelt (Greenleaf Publishers, 2003).
Report by Christian Williss, 2012.

Highlights
Bob Doppelt argues in Leading Change that one of the key factors in organizational sustainability is that of organizational change. Organizations that fail to set clear visions, change decision-making processes, or empower employees struggle to get beyond the linear take-make-waste mindset inherent in most organizations. Failure to fully embrace sustainability is usually a failure of leadership. Case studies from organizations that have successfully embraced sustainability including companies like Ikea and Xerox and public entities like the State of Oregon and Burlington, VT are used to demonstrate how effectively managing organizational

change is critical to moving in a more sustainable direction. He argues that there are essential 7 steps to leading change toward sustainability:

1. Change the dominant mindset that created the system through the imperative of achieving sustainability – especially important is undermining the existing system of beliefs and creating tension between current mindset and sustainability mindset. The organization needs to believe that the current path is unsustainable.
2. Rearrange the parts of the system by organizing deep, wide, and powerful sustainability transition teams – requires including new stakeholders in setting goals and strategies and ensuring effective and clearly communicated decision-making process.
3. Change the goals of the system by crafting an ideal vision and guiding principles of sustainability – reorient the organization's purpose and intentions and use a future vision to develop strategies to get there. This can only be done if everyone understands the organization's vision.
4. Restructure the rules of engagement of the system by adopting source-based strategies – develop strategies that address the root cause rather than just symptoms - i.e. source-oriented solutions vs. control-oriented.
5. Shift the information flows of the system by frequently communicating the need, vision, and strategies for achieving sustainability – identify barriers to effective information exchange and then change the way information flows
6. Correct the feedback loops of the system by encouraging and rewarding learning and innovation – help create a safe environment for innovation, and failure, to happen. Once again this can only happen if the vision is understand and information is shared. Each step must be addressed before moving to the next.
7. Adjust the parameters of the system by aligning systems and structures with sustainability – if the mental model that created the old system hasn't changed, the same people dominate the planning and decision-making, goals, etc.

Each section includes numerous examples of organizations that have successfully addressed that particular area of organizational change as well as organizations that have struggled to fully embrace sustainability. Each concludes with a set of questions to help the reader determine if their organization has successfully addressed each step or if additional work is required.

Lessons
There were several things that resonated with me. Aside from seven steps, good leadership was a frequent theme and many areas covered under the RIHEL program repeated here. Strategies like setting a clear vision; changing the way decisions are made and how information flows; creating safe environments for innovation and creative thinking; the importance of teamwork; decentralized decision-making; and addressing issues at the source rather than at the symptom. Setting a clear, positive, and motivational vision is something that keeps coming up and was discussed as a key building block of sustainability. It is something that we do not always do well. Only through a clear vision can you develop the strategies and metrics necessary to achieve the goals.

One key point is that compliance-based goals (and compliance-focused organizations) are not visionary or motivational. Compliance-based goals tell people what not to do and do not elicit creativity, innovation, or passion. This mindset is often a barrier to true sustainability.

The seven leverage points are really circular, and moving forward and backing up are often not only necessary but encouraged, organizations should strive to fully invest in each step in order to ensure that there is a solid foundation before moving forward.

Hope Unraveled. The People's Retreat and Our Way Back, Richard C. Harwood (Kettering Foundation Press, 2005).
Reported by Terry Wilson, 2012.

Theme: Interviews with people about their relationship with government and democratic politics between 1990 and 2003 at 2 year intervals. Interviews with Americans who felt pushed out of politics, dispirited by what they believe a serious erosion of our sense of community and responsibility for one another. People have retreated from civic life, retreated from our communities, were we shared time, a physical place and were rooted in our American democracy. Hope unraveled slowly as communities lost social cohesion and people retreated into safety zones. The conversations took place in Dallas, TX; Des Moines, IA; Los Angeles, CA; Philadelphia, PA; Richmond VA; Seattle, WA; Denver, CO;

Highlights: Throughout the interviews people felt that politics and public life have failed to address the people's changing reality, leaving them with the feeling that they are on their own, without the confidence that their concerns will be addressed. The distortion of people's realities, concerns and hopes have been mercilessly abused or mangled in daily iterations of politics and public life. These people feel they have been robbed of the vital sense of coherence, they are unable to see themselves or their concerns reflected in the public square. In all conversation people voiced that "they have become detached from their own connection and obligations to each other. They are free lancing their way through society do whatever in pursuit of their individual dreams". This retreating is the only way they can gain a sense of control over their own lives. Many Americans say that they have abdicated their civic responsibility.

Many of the concerns expressed were the belief that if they got a good education, worked hard they could get ahead, but deep misgivings about a growing division between the haves and have-nots prevailed. That corporate action suggests workers are disposable, that corporate loyalty is a value of the past. A shift in employment to lower paying jobs meant that people had to work harder, run faster to keep up. This led people to question the American dream. Basic values that have described the individual and family behaviors and values have broken down. People are unwilling to sacrifice for others. The rules of society are no longer clear. The ability to depend upon each other has been undermined by material is and consumerism. People feel isolated, that they must make their way on their own.

Time-honored values that genuinely stir emotions are in direct opposition to each other, truth and forthrightness are not prominent in politics or public life. They expressed the need for people to exercise loyalty and trust, to balance individual control with community. The notion of social fairness and person responsibility is over shadowed by competition, individualism and freedoms. People have lost sight of the values that contribute to identifying themselves as Americans. The values common too many Americans can produce a good society, one which people can reach their potential and work for the good of the public. The loss of these

values has cause a retreat into close-knit circles of families and friends. People retreated from the public life and politics.

American voiced concerns that change needs to happen, they were looking for a "hero" someone to come along with leadership skills that would put integrity back in the political and public life, a person who holds the confidence and trust of those around them. Someone that can reach out and touch people, someone that will admit responsibility for their part in the current situation then get out into the community and do something about the situation by setting the example of honesty and integrity.

Most Impressive Lesson: People still hold deep aspirations for themselves and the nation. People are looking for leaders of any kind, from all realms in society, whom they can trust- who will tell the truth, give them the straight story, offer ideas on what needs to be done and bring others together. Each person needs to take responsibility for their own actions, get off their butts, turn off the television and get back into their communities and make a difference. We all need to stand for truth, honesty, integrity and demand it from those around us. We need to engage each other in the "betterment of all". We need to rekindle the hope of reaching the "American Dream". It is up to each of us to reach out to those around us and make this a better place to live within our own communities.

The Positive Deviant: Sustainability Leadership in a Perverse World, Sara Parkin (Earthscan, 2010).
Report by Rachel Wilson-Roussel, 2012.

Summary: Sara Parkin starts out her book with a definition: *A positive deviant is a person who does the right thing for sustainability, despite being surrounded by the wrong institutional structures, the wrong processes and stubbornly uncooperative people*. Parkin's book aims to bring together sustainability knowledge with leadership skills and provide the reader with sufficient knowledge and skills to get out and be active in the pursuit of a more sustainable way of doing things. The book is divided into four sections:
1. *The Anatomy and Physiology of Unsustainable Development* - Discusses where we are today, how we came to this point and choices we have about the future.
2. *Lost Leadership* – Provides an overview of both traditional and contemporary leadership theories and offers a critique of the way a lot of leadership/management education is done today.
3. *Sustainability-literate Leadership* – Includes principles of practice, ways of thinking, and key tools for the sustainability-literate leader.
4. *The Global Sustainability to do List* – A sketch of what needs to happen on a global level.

Leadership Lessons:
- Leadership is a vital ingredient for achieving sustainability. Without it, sustainability will never make it.
- Sustainability-literate leaders should possess a *good enough* knowledge base of, and are able to make connections between: ethics and values, people and community, science and technology and economics

- Isolating yourself with the already passionately convinced is not leadership, and giving negative naysayers too much attention can be unrewardingly exhausting.
- Be a positive deviant in a way that helps guide others around or over barriers. Your success is not only about what you do yourself, but also how much you are able to influence others to come along with you.
- A successful positive deviant can only persuade others to trust and believe in them if you are speaking from the heart, in your own way.
- Use the four habits of thought (or 4 R's) as ways of thinking about all we do from a sustainability perspective:
    - Resilience: Enhancing the capacity of any ecological or social system to stay strong or become stronger so as to absorb large shocks yet remain fundamentally unchanged.
    - Relationships: Creating and protecting the good and many relationships that underpin resilience in individuals and in systems
    - Reflection: Taking the time to think about things so as to learn from experience and apply the lessons to the future.
    - Reverence: Demonstrating a "respectful awe" for the power of the natural world and the intimacy of our biological relationship with it.

Personal Thoughts: As soon as I read the title of this book, I was sure it was for me. As many who work in the environmental field, I am extremely motivated by the threat and reality of climate change. Unfortunately, climate change has become such a polarizing and political issue that implementing policy, regulations and programs to address climate on a national and global level have been largely stalled. Climate change is not just an environmental issue; it will have direct public health impacts as well. Significant and immediate action is needed. Parkin argues that delaying action until the "time is ripe" is no longer defensible and that positive deviance is the only strategy left to us as we attempt to move forward in the face of climate change.
So with my sense of urgency intact, I was hoping to find the one key to becoming a more sustainability-literate leader. But of course there is no one key. This book is densely packed with information, principles of practice, and tools. In the end, I found the immensity of information to be slightly overwhelming. I have a feeling I will need to reread several chapters repeatedly and require a few months to fully digest all that's presented. Although, that won't stop me from getting started now.

Favorite Quotes Included in Book:
One question I've often been asked when encouraging others to make simple changes to minimize their environmental impact is: "Why? What difference will it make?" My response usually is that many small actions add up to result in a big impact. Parkin offered a similar response but with a twist of logic I hadn't thought about previously. She says, *"If unsustainable development is the outcome of zillions of (mostly) unknowingly wrong decisions and actions, then the route to sustainability will be paved by a similar magnitude of knowingly right decisions and actions"*.
"To be truly radical is to make hope possible rather than despair convincing"
    – Raymond Williams

"...the gross national product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials. It measures neither our compassion nor our devotion to our country; it measures everything, in short, except that which makes life worthwhile..."
      - Robert Kennedy

A First-Rate Madness: Uncovering the Links Between Leadership and Mental Illness, Nassir Ghaemi (Penguin Press, 2011)
Report by Nanette Wong
THEME: "The best crisis leaders are either mentally ill or mentally abnormal; the worst crisis leaders are mentally healthy." (Described as the Inverse Law of Sanity)
HIGHLIGHTS:
- Depression may make leaders more realistic & empathetic
    - Abraham Lincoln, Winston Churchill: show relationship between depression & realism
    - Mahatma Gandhi, MLK Jr: demonstrate strong link between depression & empathy
- Mania may make leaders more creative & resilient
    - FDR, JFK (actually hyperthymic = mildly manic): demonstrate connection between mental illness & resilience
    - A hallmark of hyperthymic personality: humor. Humor is crucial to resilience! FDR & JFK were known for their wit.
- Bipolar disorder: even more leadership skills can ensue
    - General William T. Sherman, Ted Turner: enhanced creativity as a result of a mental disorder
- Mania may enhance both aspects of creativity:
    - *Divergence of thought* allows the identification of *existence* of problems that others failed to notice (i.e., finding the right problems to solve, as opposed to finding new ways to solve old problems)
    - *Intense energy* allows persistence to work on problems until they are solved

MOST IMPORTANT LESSONS:
- Author's simple summary: "In times of war or crisis, it is the misfits who fill the bill."
- Four key elements of some mental illnesses (e.g., mania & depression) appear to promote crisis leadership: realism, resilience, empathy, creativity
- Many leaders have abnormal temperaments = mild versions of manic-depressive illness
- Experiencing and working through cyclical difficult times may allow leaders with certain mental disorders to admit when they make mistakes and then modify their decisions in an effort to find successful solutions to problems.
- Experiencing failure may lead to greater learning (and *humility*…), which may result in more effective leadership!

Crucial Conversations: Tools for Talking When Stakes are High, Kerry Patterson, Joseph Grenny, Ron McMillian, and Al Switzler (McGraw-Hill, 2002).
Report by Leslie Wright, 2012.

I chose to read *Crucial Conversations: Tools for Talking When Stakes are High* because many of the leaders I admire in my department, KPCO Institute for Health Research, have read, and often reference the book. I also chose it because it speaks to improving conversation skills not only at work, but also at home and in everyday social situations. I'm not much of a reader, and I haven't finished the book yet, but I've picked up a few good tips in the first several chapters.

I was a bit skeptical as I made my way through the first chapter because the content read like a marketing pitch for the perfect Life Coach program, especially the section called "Our Audacious Claim." Apparently, if I can master my crucial conversations I will: Kick-start my career, improve my organization, improve my relationships, revitalize my community, and improve my personal health!
Surprisingly, as I read on, I began to see the authors' point.

I am a visual person and I really appreciate the authors' framing dialogue as being a "pool of shared meaning." Conversations require being in relationship –even if for a split second. Each person brings his or her own pool of meaning (lens, experience, background, beliefs, etc.) to the relationship and, thus the conversation. The book explains that one of the tip-offs you are about to enter into a crucial conversation is that your pool of meaning and the other person's pool are very different. People who are really good at successful crucial conversations are able to make it safe for everyone to add their meaning to a <u>shared </u>pool. Here's how I picture it: Consider a saucer with extra virgin olive oil in it. Add barrel-aged balsamic vinegar. Both are really great ingredients, can stand on their own, and have very different composition, properties and
 personalities (flavors). When brought together they don't mix at all. They don't actually share space – they maintain their own borders. Now add a piece of fine, airy French bread and the oil and vinegar seemingly come together. The bread is the safe-space that enables a shared pool. A new flavor arises. The oil and vinegar maintain their own identities while at the same time contribute to a third flavor when "shared" across the bread. (It's a stretch but go with it!)

So successful crucial conversations require, among other things, respecting each other's pool of meaning, creating a safe space for everyone to add to a shared pool, and allowing each person to keep their own identity. The cool thing about a this third pool – the one with shared meaning – is that everyone is exposed to more accurate and relevant information and together can make better decisions. It's a similar concept to the exercise we did at our first RIHEL training – where we individually tried to figure out what was happening in a story and then we worked in groups. The groups came up with many more correct answers than we did working on our own.

The third chapter in the book "Start with Heart" is interesting because it focuses on motives. It's kind of like the leadership principal "Encourage the Heart" turned inwardly. "Start with Heart" is about asking yourself three questions about the crucial conversation situation:

- What do I really want?
- What do I really want for others?
- What do I really want for the relationship?

These questions are important for high-risk conversations because they require you to clarify your motives, which in turn helps you stay focused on those motives, no matter what happens. Sometimes, just being clear about your real motives can stop you from making a bad situation even worse.

Crucial Conversations: Tools for Talking When Stakes are High includes tools to help you figure out your conversation style in stressful situations, has real-life examples of various conversations, and sums of the techniques to master at the end of each chapter. As true in learning other new skills, practice is required. I've referred to the book a few times before going into potentially heated conversations and its challenging. I look forward to continued reading and practice.