

# Leadership Research Reports

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## Leadership Book Reports from the Class of 2013



**January, 2013**

**Regional Institute for Health and Environmental Leadership**

**Denver, Colorado**

# Preface

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## **Leadership Research**

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

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

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

# Table of Contents

## Contents

<i>Lincoln on Leadership: Executive Strategies for Tough Times</i> , Donald T. Phillips (Warner Books, 1993). Report by Liz Babcock, 2013. ....	1
<i>The Courageous Follower: Standing Up To and For Our Leaders</i> , Ira Chaleff (Berrett-Koehler Publishers, 2009). Report by Derek Boer, 2013. ....	1
<i>Strengths Based Leadership: Great Leaders, Teams, and Why People Follow</i> , Tom Rath and Barry Conchie (Gallup, Inc., 2008). Report by Kimberly Boyd, 2013.....	3
<i>Leading at the Edge - Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition</i> , Dennis N.T. Perkins, Margaret P. Holtman, Paul R. Kessler, Catherine McCarthy (AMACOM, 2000). Report by Jo Burns, 2013. ....	4
<i>Principals of Community Engagement</i> , CTSA Consortium (NIH Publication, 2011). Report by Julie Carlton, 2013. ....	5
<i>Credibility: How Leaders Gain and Lose It, Why People Demand It</i> , James M. Kouzes and Barry Z. Posner (Jossey-Bass, 2011). Report by Leigh Caswell, 2013. ....	6
<i>Search Inside Yourself</i> , Chade-Meng Tan (Harper Collins, 2012). Report by Charlie Chase, 2013. ....	8
<i>Start With Why; How Great Leaders Inspire Everyone to Take Action</i> , Simon Sinek (Portfolio Trade, 2011). Report by Debbie Drew, 2013. ....	9
<i>The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change</i> , Stephen R. Covey (RosettaBooks, 2004). Report by Hannah Ewert-Krocker, 2013. ....	10
<i>Take the Lead</i> , Betsy Myers (Atria Books, 2012). Report by Steve Fine, 2013.....	11
<i>The Power of Now: A Guide to Spiritual Enlightenment</i> , Eckhart Tolle (New World Library, 1999). Report by Amber Galloway Stephens, 2013. ....	13
<i>Strengths Finder 2.0</i> , Thomas Rath (Gallup Press, 2007). Report by Amber Galloway Stephens, 2013. ....	14

<i>Seven Thousand Ways to Listen</i> , Mark Nepo (Free Press, 2012). Report by Amanda Garrard, 2013.....	14
<i>Unreasonable Possibilities</i> , Mike Jones, (Discover Learning Training, 2010). Report by Namino Glantz, 2013.....	16
<i>The 360° Leader: Developing Your Influence from Anywhere in the Organization</i> , John C. Maxwell (Nelson Business Books, 2005). Report by Karen Glenn, 2013.....	17
<i>The Audacity of Hope</i> , Barack Obama (Vintage, 2008). Report by Kristin Goddard, 2013. ....	18
<i>Ethical Ambition: Living a Life of Meaning and Worth</i> , Derrick Bell (Bloomsbury, 2003). Report by Amanda Gonzalez, 2013.....	20
<i>The Race for What’s Left, The Global Scramble for the World’s Last Resources</i> , Michael T. Klare (Picador, 2012). Report by Matthew Harrison, 2013. ....	21
<i>Made to Stick: Why Some Ideas Survive and Others Die</i> , Chip Heath, Dan Heath (Random House, 2008). Report by Jennifer Hellier, 2013.....	22
<i>A Woman in Charge: The Life of Hillary Rodham Clinton</i> , Carl Bernstein (Vintage, 2008). Report by Aubrey Hill, 2013. ....	23
<i>Everyone Leads: Building Leadership from the Community Up</i> , Paul Schmitz (Jossey-Bass, 2012). Report by Cristie Jophlin Martin, 2013. ....	24
<i>Primal Leadership: Realizing the Power of Emotional Intelligence</i> , Daniel Goldman, Richard Boyatzis, and Annie McKee (Harvard Business Review Press, 2002). Report by Melanie Kawulok, 2013.....	25
<i>See Jane Lead: 99 Ways for Women to Take Charge at Work</i> , Lois P. Frankel (Business Plus, 2009). Report by Emily Kinsella, 2013. ....	28
<i>The Success Principles: How to Get From Where You Are to Where You Want to Be</i> , Jack Canfield (Harper Collins, 2005). Report by Lindsey Kruckenberg, 2013.....	29
<i>Gifted Hands: The Ben Carson Story</i> , Ben Carson, MD (Zondervan, 1996). Report by Juanita Lovato, 2013.....	30

<i>Aldo Leopold's Southwest</i> , Neil B. Carmony, David E. Brown (University of New Mexico Press, 1995). Report by Cara Lynch, 2013.....	31
<i>Social Intelligence-The Revolutionary New Science of Human Relationships</i> , Daniel Goleman (Bantam Dell Publishers, 2006). Report by Rob Martinez, 2013. ....	32
<i>Leadership the Eleanor Roosevelt Way: Timeless Strategies from the First Lady of Courage</i> , Robin Gerber (Penguin Publishing, 2003). Report by Jennifer Mattox, 2013. ....	33
<i>Primal Leadership: Realizing the Power of Emotional Intelligence</i> , Daniel Goldman, Richard Boyatzis, and Annie McKee (Harvard Business Review Press, 2002). Report by Taylor Moore, 2013. ....	34
<i>The Power of Now</i> , Eckhart Tolle (New World Library and Namaste Publishing, 1999). Report by Nancy Nuttbrock, 2013.....	35
<i>It Worked for Me: In Life and Leadership</i> , Colin Powell (Harper, 2012). Report by Lisa Pine, 2013.....	36
<i>Conversations for Change: 12 Ways to Say it Right When it Matters Most</i> , Shawn Kent Hayashi (McGraw-Hill, 2010). Report by Karen Savoie, 2013.....	37
<i>Nine Minutes on Monday: The Quick and Easy Way to Go from Manager to Leader</i> , James Robbins (McGraw-Hill, 2012). Report by Stefanie Scruggs, 2013.....	38
<i>Crucial Conversations</i> , Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler (McGraw-Hill, Second Edition, 2011). Report by Katrin Seifert, 2013.....	39
<i>The Anatomy of Peace: Resolving the Heart of Conflict</i> , The Arbinger Institute (Berrett-Koehler Publishers, Inc., 2008). Report by Heather Shull, 2013. ....	40
<i>High Output Management</i> , Andrew S. Grove (Vintage Books, 1995). Report by Kristine Tenorio, 2013.....	42
<i>SWITCH: How to Change things when Change is Hard</i> , Chip Heath, Dan Heath (Broadway Books, 2010). Report by Anne Timmins, 2013. ....	44
<i>Leading Change</i> , John P. Kotter (Harvard Business School Press, 1996). Report by Kirsten Wall, 2013.....	45

<i>The Leader's Way</i> , The Dalai Lama, Laurens van den Muyzenberg (Crown Business, 2009). Report by Lisa Waugh, 2013. ....	46
<i>Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization</i> , Diana Whitney, Amanda Trosten-Bloom, Kae Rader (McGraw-Hill, 2010). Report by Perdita Wexler, 2013. ....	47
<i>Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT</i> , Paul L. Marciano (McGraw-Hill, 2010). Report by Cindy Wike, 2013. ....	48

**Regional Institute for Health and Environmental Leadership**  
Research Reports

***Lincoln on Leadership: Executive Strategies for Tough Times***, Donald T. Phillips (Warner Books, 1993).  
Report by Liz Babcock, 2013.

Each section of the book focuses on a key leadership area:

Part I – People

Part II - Character

Part III - Endeavor

Part IV – Communication

The book details Lincoln’s extraordinary personal qualities and his leadership behaviors that led him to success through one of the most difficult periods in American history. Within each section, each chapter outlines a specific leadership behavior (in some ways mirroring the LPI behavior assessment we did, grouping specific behaviors into larger categories). Lincoln was known to both be a strong orator and inspirational figure, as well as a good listener and team member. He trusted and listened to his aides. He also spent a huge amount of time out among the people and troops to understand what was going on on the ground. He was ethical, preferring persuasion over coercion and was motivated by core principles, rather than vengeance, spite or political avarice. My key takeaways from this book focused on areas related to “Encouraging the Heart.” This is a personal area of focus for me. It was profound to see how much Lincoln focused on building relationships, trust, and even friendship among both those who were liked and political enemies. I also loved the discussion of his use of storytelling as a way to engage people and bring them around to his way of seeing things. Because our work is so often focused on data and metrics, we can lose sight of the importance of telling the story of why we do the work and why it is important.

***The Courageous Follower: Standing Up To and For Our Leaders***, Ira Chaleff (Berrett-Koehler Publishers, 2009).  
Report by Derek Boer, 2013.

*“If you scroll through the subject catalogue at the Library of Congress you will find the category “leadership” and hundreds of books on the subject. You will not find a category “followership” and you will only find a handful of articles and a book or two on the subject. This is curious as there are many more followers in the world than leaders.”*

When I saw the title of this book, I immediately thought about the other half of the equation. Maybe it’s more than half; there are more followers than leaders. And why the negative connotation associated with the word “follower,” and our mythology of “hero-leaders?”

This book promised to provide a model of responsible and courageous followership. Briefly, the author begins by examining the dynamics in the relationships between leaders and followers. The

following chapters break down the model into five areas: the courage to assume responsibility, the courage to serve, the courage to challenge, the courage to participate in transformation, and the courage to leave.

Chaleff proposes that when followers fail their leaders, and their common purpose, it is often not for a lack of perception or understanding of the issues, but for a lack of courage and skill. He suggests traditional socialization mechanisms like schools, religions, the military, corporations, and even our childhood upbringing, have all conditioned us to “obediently follow.” Courageous followers balance and support their leaders. They are accountable, and provide honest feedback to leaders. Trust is repeatedly emphasized. Ultimately, the follower’s greatest responsibility lies with the common purpose and agreed values that they share with their leader and their organization.

Much of the discussion throughout the book reminded me of our coaching model, with effective followers acting as coaches to their leaders. Chaleff also lays out a moral standard for responsible followers, equivalent to leaders. Common purpose and shared values are at the core of this model. Followers don’t orbit their leader, leaders and followers both orbit a common purpose.

**Highlights:** Supportive “Number Twos” don’t get a lot of coverage, but for every political leader who has self-destructs (Anthony Weiner?), there is probably an aid or assistant that knew of the leader’s shortcomings and failed to act. Why? The farther from power, the harder to influence. The closer to power, the greater the risk associated with influence. Think of courageous followers as shapers, rather than implementers. Courageous followers contribute to a leader’s development, rather than becoming a critic of leadership failings. They are proactive, rather than reactive. There are paradoxes: many of us are both leaders and followers in different contexts. A follower is both an implementer and a challenger.

**Most Important Lessons for Me:** Chaleff raises the corruptive and arrogant tendencies of power. He proposes that the follower is as responsible as the leader for the position of the organization, that a follower must have courage to address leadership failures. Chaleff suggests ways in which a follower can challenge a leader, and ultimately leave if necessary. One important lesson is to practice being courageous on mundane issues, and to challenge leadership the first time there is a failure. Openly, honestly, tactfully.

Through his examination of assuming responsibility, Chaleff’s reasoning felt very much like Kouzes and Posner. Vision is discussed, the importance of passion, and modeling the way for others and for your leader. Chaleff also addresses “tagging” (without naming it) in a section that proposes that rules are subordinate to purpose, and that a courageous follower pushes for effective change, and may break rules to do it.

In the discussion of the courage to serve, Chaleff notes, “It’s amazing how many decisions a good chief of staff makes for a U.S. Senator without consultation.” The lesson here is how much an effective follower does, and again the role felt very much like coaching to me. I appreciated the examination of the follower’s role in fighting groupthink of a team and insularity of a leader. Chaleff believes that the follower is in a unique position to address these problems, in a way that

a leader may not be able to. Chaleff also recommends various strategies a follower can use to serve and to challenge.

The chapter on the courage to participate in transformation felt like an overview of many of the principles we have learned in the ATLP class, through Kouzes and Posner and our discussions. It was comforting to read this material with a base in leadership principles. Repeated connections that I have already drawn in my own transformation are clearer. An important take away? How personal and organizational transformation are intertwined.

***Strengths Based Leadership: Great Leaders, Teams, and Why People Follow***, Tom Rath and Barry Conchie (Gallup, Inc., 2008).  
Report by Kimberly Boyd, 2013.

**Strengths Based Leadership** is a leadership book that captures the essence of over 30 years of research by Gallop. Based on this research, three key findings are identified on how to be an effective leader:

1. Always invest in your personal strengths;
2. Surround yourself with the right people and then maximize the team; and
3. Understand followers' needs.

**Investing in your Personal Strengths:** The StrengthsFinder tool is the complement to the book, and is an on-line personal assessment that provides feedback on the participants' leadership strengths in 34 themes clustered in four domains. The book highlights four different organizational leaders with primary strengths in each of these domains to demonstrate that no two leaders have the same sequence of strengths or approach challenges in the same way. Discovering one's own personal sequence is essential to being the most effective leader one can be.

**Maximize the Team:** The research identified four broad domains of leadership strength: Executing, Influencing, Relationship Building, and Strategic Thinking. The strongest, most cohesive and effective teams were identified to have representation in each of these domains. The book discusses the disparity of work engagement among organizations where the leadership focuses on individuals' strengths (73%) compared to organizations where the leadership does not focus on individuals' strengths (9%).

**Understand Followers Needs:** Leaders can only lead if others follow so it is essential not only to understand effective leadership qualities, but also what followers need in order to have a feeling a safety and confidence to follow their leaders. Followers' four basic needs were identified as: • Trust • Compassion • Stability • Hope.

**Most Important Lessons for Me:** I found this book to be enlightening particularly as it related to balancing a team with complimentary, not similar, strengths. I think it is the tendency to be attracted to those like us, so it gave me a new appreciation for the importance of actively and intentionally seeking to build or enhance a team based on the complimentary strengths of the individuals that make up that team. The best take-away for me from the reading of Strengths

Based Leadership was the results of my StrengthsFinder assessment that included a mapping and in-depth discussion of my top five themes in the four domains. I was personally simultaneously surprised and reassured by how my strengths were identified. Paired with the important lesson previously discussed, it truly helped me to understand, in a new way, how I should approach complementing my strengths with others' strengths to develop a most effective team.

***Leading at the Edge - Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition***, Dennis N.T. Perkins, Margaret P. Holtman, Paul R. Kessler, Catherine McCarthy (AMACOM, 2000).  
Report by Jo Burns, 2013.

First and foremost I have to share how I “happened” on to this book. It was not by thoughtful consideration or selection. It was sheer luck! I went to the thrift store to see what types of, if any, leadership books were amongst their books for sale. “Leading at the Edge” was just sitting there, waiting for me, right when I needed it.

“Leading at the Edge” is a great read. It is one of the easiest leadership books I have ever read. It flows a little more like a novel at times interweaving the amazing tale of Shackleton’s Antarctic Expedition with leadership principles demonstrated by Shackleton. It also does a nice comparison of leadership strategies, skills and abilities between Shackleton’s Expedition and another polar expedition by Steffanson to the Arctic region, as well as with current modern day business leaders.

The book is set up in a four part format. It begins with sharing the tale of the Shackleton saga in overview style. Then Perkins shares the 10 strategies of for leading on “the Edge”. This is followed by case studies of 4 leaders who put the strategies into action into their own unique career situations. Next is a section on how to apply the strategies to your own personal leadership situation with emphasis on concepts that leaders at “the edge” need to be comfortable with and embrace. Finally, the book closes with a section on resources, assessments and how set your personal leadership expedition plan.

I think a definition of “the Edge” is in order. It is what sets this book and its leadership strategies apart from the others. Perkins describes “the Edge” as the “place on the outer limits of human endurance.” He notes that he believes the “essence of leadership can be found in this ultimate crucible of human endeavor”, the place where compensation and financial reward are irrelevant and survival is crucial. He does an excellent job relating the harrowing adventure of Shackleton’s life or death situation and relating it back to individual limits and organizational potential, creating a dual view at “the Edge.”

The Ten Strategies for leadership at the Edge are:

1. Never lose sight of the ultimate goal, and focus energy on short-term objectives.
2. Set a personal example with visible, memorable symbols and behaviors.
3. Instill optimism and self-confidence, but stay grounded in reality.
4. Take care of yourself: Maintain your stamina and let go of guilt.
5. Reinforce the team message constantly: “We are one – we live or die together.”

6. Minimize status difference and insist on courtesy and mutual respect.
7. Master conflict – deal with anger in small doses, engage dissidents, and avoid needless power struggles.
8. Find something to celebrate and something to laugh about.
9. Be willing to take the Big Risk.
10. Never give up – there is always another move.

These 10 strategies just sang to me! After over 15 years of being a camp director and working with a variety of teams with different levels of leaders, this just consolidated and put into words many of the practices we utilized in the camp setting. I also felt they were strategies I could intertwine into my current position as we enter into a place on “the Edge” while putting a new vision plan into action.

The most important lessons in the book for me were in the “learning to lead at the edge” section. After reading the case studies of these amazing leaders accomplishing remarkable things at the brink, I began to think “how will I ever be at this level?” The next section broke it down with “qualities and actions” that “contribute to living, learning and thriving at ‘the Edge’”.

Here they are:

- Cultivate poised incompetence
- Learn to love the plateau
- Come to terms with fear
- Find an environment that supports learning
- Practice the art of thriving in work, relationships, physical health, renewal and purpose.

Finally, Perkins talks about how it takes time to learn to lead like “yourself”. Being able to explore where you are in your leadership journey and where you want to be takes time. You can’t try to be or lead like someone else no matter how much you admire them, or their style. In leadership, your style has to be your own. I know I have been struggling with this in my “different” type of leadership experience I am currently in as to those I have been in before. The style and methods I may have been comfortable with before, are not as compatible in my new position.

Overall, this book was a winner for me. I have been able to draw connections and parallels with “The 5 practices of Exemplary Leadership” model we are using in the course. Each of the strategies fit well within 5 practices. I really enjoyed the relationship to such a remarkable and heroic, but albeit unsuccessful, expedition to really being home the practicality of the strategies. I was also thankful to be sitting at home in my warm house with a cup of hot chocolate while the men of the expedition struggled for the very lives in the Antarctic through what would be unfathomable to me.

*Principals of Community Engagement*, CTSA Consortium (NIH Publication, 2011).  
Report by Julie Carlton, 2013.

This book talks about the process for which a group/organization/leader should involve and engage a community. Community involvement and collaboration is essential when trying to make changes within that community. The systems perspective was especially interesting and critical, as defined in the book “a community is similar to a living creature comprising different parts... For the community to function well, each part has to effectively carry out its role in relation to the whole organism.” As a leader one cannot expect to simply execute strategies in order to affect change. Understanding how the community works as a whole and ensuring that the community participates is essential in making that change. How leaders reach communities is changing rapidly as well. Virtual communication is as common as in person meetings used to be in Denver however pocket neighborhoods or small towns in another state may not rely on virtual communication at all. Understanding how the community operates and what it values is essential if, as a leader, you are trying to create change within it.

**Most Important Lessons To Me:** The title initially drew me to this book simply because my role within the City and County of Denver is focused on community engagement. While I consider myself an expert in this field, it’s always important to explore other ideas and even refresh on strategies that may have been forgotten along the way. For me the book covered a multitude of steps and ideas for community engagement. What resonated the most for me is the variety in which the steps can be used. All play into each other and while the focus of this book was on public health, the resource conservation work I currently handle can benefit from these steps as well. The steps under “diffusion of innovation” were especially important to my role.

**Diffusion of Innovation** – The characteristics that affect the likelihood that an innovation will be adopted include:

1. Perceived relative advantage over other strategies
2. Compatibility with existing norms and beliefs
3. Degree of complexity involved in adapting the innovation
4. “Triability”
5. Ability to observe results

Two other concepts that I felt strongly about are:

**Constituency Development** – A key process to develop relations with community members who benefit from, or have influence over specific community actions.

**Building and Sustaining Networks** – Essential to establish and maintain communication channels. Whether networks are established or existing, it’s essential for a program to make the connection in order to have communication in their area of focus.

***Credibility: How Leaders Gain and Lose It, Why People Demand It***, James M. Kouzes and Barry Z. Posner (Jossey-Bass, 2011).  
Report by Leigh Caswell, 2013.

The authors identify six disciplines of credibility: **Discovering your self, appreciating constituents, affirming shared values, developing capacity, serving a purpose, and**

## **sustaining hope.**

The top four qualities of a leader are: **honest, forward-looking, inspiring, and competent**

“You don’t love someone because of who they are, you love them because of how they make you feel.”

Leaders who are liked and admired made people feel: **valued, motivated, enthusiastic, challenged, inspired, capable, supported, powerful, respected, and proud**

Admired leaders focus their time and attention on others

- They do not place themselves at the center; they place others there
- They do not seek the attention of others; they give their attention to others
- They don’t focus on satisfying their own aims and desires; they look for ways to respond to the needs and interests of their constituents
- They are not self-centered; they are constituent-centered

Leadership is about skill development but also character development.

*Be careful of your thoughts, for your thoughts become your words;  
Be careful of your words, for your words become your deeds;  
Be careful of your deeds, for your deeds become your habits;  
Be careful of your habits, for your habits become your character;  
Be careful of your character, for your character becomes your destiny.*

The authors add to this...

*Be careful of your leadership, for your leadership becomes your legacy.*

## **MOST IMPORTANT LESSONS FOR ME:**

This book has reinforced several of the things I have been working on personally and in my coaching sessions. Focusing on the positive, setting an example, and be willing to accept responsibility and move forward.

The idea of credibility is incredibly important to me. When I find myself being critical of others it is often because I perceive them lacking integrity or ethics. I relate these ideas directly with credibility. However, my experience in RIHEL has helped me to focus more on my role and my own credibility/integrity/ethics and how that impacts others. I have been learning to let go of the power I give others and recognize that I cannot change people but that I have complete control over my own attitude and the energy that I bring to a situation.

Also, this book has reinforced the idea of encouraging productive conflict. In the past when I have avoided conflict at all costs, the best work has not come of that. If I want to lead a successful process or organization, there must be conflict, which brings about innovation and improved processes.

There was also a discussion on scope of leadership and how do we define success in leadership. I appreciated a quote from this section "...success is leaving the place better than you found it."

*Search Inside Yourself*, Chade-Meng Tan (Harper Collins, 2012).  
Report by Charlie Chase, 2013.

This accessible book on developing and using emotional intelligence is presented by Tan who portrays himself as a highly introverted and cerebral engineer. He is part of the Google development team and developed this model through his work with Google. His light-hearted and somewhat humorous analogies are woven throughout the book as he first tries to convince you of the value of developing emotional intelligence then works through the techniques and applications.

The three step training process includes Attention Training, Self-knowledge and Mastery and Creating Useful Mental Habits. Tan asserts that successful development of emotional intelligence leads to stellar work performance and outstanding leadership; oh and happiness. Hmmm.

I chose this book for our RIHEL leadership process because my personal leadership journey is exploring how I perceive and react to those around me most effectively. Many of the leadership models are accessible and useful as I have applied them over the last 30 years but I find myself coming back to the oft stated and rarely applied "look inside first for the answer."

Tan uses mediation techniques to help focus ones attention to positive thinking and developing your neurophysiologic processes to a "happy" viewpoint both internally and how we perceive and react to outside stimulation (people?). His chapters work through the development of emotional intelligence, linking body feeling to mind reaction to world awareness. He supports his ideas and process through an extensive literature review while keeping the discourse light and humorous.

After working through chapters 1-5 focused on individual development to separate and control emotions and negative perceptions he extends that to group and leadership roles in chapter 6-8.

The leadership chapters were of greatest interest to me as they focused on establishing and maintaining relationship that were growth orient and deflected many of the negative loops groups can get into so easily. His view is that compassionate leadership will allow the good to be found and elevated in people and situations. Interesting he does not claim to be able to create "Type 5" leaders (the model applied at Google) through Collins' Good to Great: Why some companies make the leap".

He does claim that the combination of ambition and humility allows them to focus on the greater good. His methods are about finding and holding onto the good.

While there is nothing I have not seen elsewhere in this book (especially in many books on personal growth and the power of positive thinking), Tan's process is a logical and iterative one with exercises throughout to learning and hone the meditative positive skills he advocates. Anyone applying these techniques will be more grounded and less emotionally reactive personally and more able to work through leadership challenges in a positive, supportive and growth oriented manner.

*Start With Why; How Great Leaders Inspire Everyone to Take Action*, Simon Sinek (Portfolio Trade, 2011).

Report by Debbie Drew, 2013.

OK, so the title had me right off the bat. I tend to be the person who always has this question ready in my brain. It is especially true when I am given a new assignment, challenge or even a new idea. I have a plethora of ways to ask the WHY question without being too aggressive or challenging. It just seems that I always need to know why.

This book isn't necessarily about the need to know why but it is really about the fact that this pattern of thinking that is naturally occurring and global. Once understood and used, it can be a powerful tool in inspiring others in business and in leadership. When I was looking for a book, I was looking for something under the heading of how leaders inspire. In my LPI inventory, Inspire a Shared Vision, was less high than some of the other practices for me. I have had success inspiring others and it has been very rewarding.

### **Highlights:**

1. The Golden Circle
  - The golden circle is everything we need to get something done, reach a goal, etc. It includes WHAT it is, HOW it is done and in the center is WHY. Frequently advertising approaches or business approaches start with the WHAT (this is what we have) and or the HOW (this is how we can do it) when the client is more interested in the WHY, (you have a need for a widget to solve your problem with....).
2. Carrots and Sticks
  - a. Leaders often become skilled in the art of manipulation. We use this skill to get what we need, whether it be enticing our staff to correct a problem, to complete a project or with our adversaries to achieve a win. Although this "sticks and carrots" approach can be effective, it doesn't gain the long term benefits of inspiration and trust. If we can enlist clients or employees in the WHY it builds trust and commitment.
3. Trust
  - a. The value of trust cannot be overstated. Trust in the company, the supervisor, the director makes the employee or customer want to be a part of the big picture. You then have the individuals sharing the same vision. When they trust, they are inspired. By starting with the WHY we enlist the trust.

The author uses enumerable examples from successful companies to illustrate the principals. These examples include Apple (many, many times), Southwest Airlines, Continental, Wal-Mart, TiVo, Colgate and Toyota. The references are not always positive lessons learned but none the less, good lessons. Apple for example makes good equipment but the equipment itself is not great. It is something else that makes Apple the phenom. It is the story behind why people need/want it. It is the trust in the name and the fact that it has been built into a club that everyone wants to be a part of. It is very similar to the Dr. Seuss story about the Sneeches with the stars upon their bellies. One group had the stars upon their bellies and the other group did not. The stars were not big or great but everyone wanted them.

### **Strengths and Weaknesses**

There is a lot of strength if you can wrap your head around the concept. If you can enlist someone (everyone) in the “why” of the project first, the payoff is more than getting the work done or getting the sell. The big payoff is in inspiring the trust and the vision. It is truly a shift in thinking about how to inspire and how to get where you want to be.

The weakness in this approach is that it requires us to do the opposite of what has already been engrained. The author’s goal to build a change in which everyone is inspired to do what inspires them. That is a lofty goal. The other part of this approach that made it a little more complex for me to grasp is that it is written from a large business perspective and although the examples were great, I found myself needing to bring it down my level to make it useful.

### **Questions for thought:**

1. Can you identify a situation where you inspired someone and with that example can you pull out specifics where the WHY principal was evident?
2. Can you identify a situation where you were inspired by someone’s approach and point to any part that was influenced by WHY first?
3. This is just a fun one: How many examples can you give on how to ask WHY in a friendly, supportive way? (When in your head you are asking uh why? Or Why in the World? Or Why what are you thinking you dork?)

*The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*, Stephen R. Covey (RosettaBooks, 2004).

Report by Hannah Ewert-Krocker, 2013.

In *The 7 Habits of Highly Effective People*, Stephen Covey challenges us to live principle-focused lives in order to be happy, productive, and healthy members of society. He poses that, in order to be effective leaders and to solve the major problems we face in our personal lives, we must make great paradigm shifts in how we view the world. Covey argues that, in order to shift our paradigms, we must learn to focus on our personal goals and the way that we see the world.

Change comes from within; when we face change that we don’t anticipate or that comes from externally, we can adapt if we stick to basic principles that define our true characters. Covey views our evolution as mature adults on a scale that begins at dependence (on others), moves to independence (what most individuals in society, especially America), and moves on to

interdependence. Covey argues that we actually are at our highest performance when we recognize that we are all inter-related and we learn to work with and depend on others. Essential to our lives as leaders (and as individuals) is serving others.

The seven steps (because you're all wondering by now) are:

1. Be Proactive
2. Begin with the End in Mind
3. Put First Things First (prioritize)
4. Think Win/Win (see things as mutually beneficial)
5. Seek First to Understand... Then to Be Understood
6. Synergize (value differences and build on strengths)
7. Sharpen the Saw (take the time to express all parts of ourselves)

Covey's most important lessons for me come from his argument that we must first ground ourselves in who we are, in private victories, in what our own personal principles are before we can begin to lead others. We can access these parts of ourselves in times of contemplation, but we can also turn to them first when we are faced with a problem or a conflict as leaders.

On page 73, he writes, "It's not what happens to us, but our response to what happens to us that hurts us." Covey acknowledges that life puts obstacles in our paths, but we have the control to formulate our reaction to these obstacles. He recommends that leaders write for themselves a personal mission in order to guide them in decision-making and to ground them when life does present them with obstacles. He charges us with the task of looking at conflict from multiple angles and looking outside of ourselves to understand how we approach conflict.

***Take the Lead***, Betsy Myers (Atria Books, 2012).  
Report by Steve Fine, 2013.

*"Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You"*

This book is organized around seven core ideas: authenticity; connection; respect; clarity; collaboration; learning; and courage. Each of those core ideas are then developed in detail in the book's seven chapters. What's especially helpful is that Myers concludes each chapter with a section entitled "How to Take the Lead" followed by 5 – 10 short bulleted paragraphs that essentially summarize what she spent the chapter discussing in detail. These summaries are quite useful to go back to as an easy way to remember the essential points and lessons she's attempted to convey in the chapter.

Myers illustrates her lessons in leadership by citing numerous real life stories, vignettes and anecdotes of her and other top level White House staff's experiences, many of which took place during Barack Obama's first presidential campaign, as well as many from CEOs of Fortune 500 companies.

What I found interesting is that many of the ideas that we have been studying in RIHEL's Advanced Leadership Training Program and reading about in our P & K book are also presented in Myers's leadership book, albeit in a different way and from a unique perspective.

#### Most Important Lessons (For Me)

Betsy espouses that the best path to leadership is making others feel better about themselves. This philosophy is perhaps best summed up in a quote from Maya Angelou:

*"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."*

A stunning example illustrating this point appears on pages 215 – 216, in which she reveals a fascinating detail in the story of Laura Ling and Euna Lee, the two American journalists who were held captive in North Korea for five months. The two had been convicted of illegal entry into the country (they were filming a documentary about North Korean defectors), and sentenced to 12 years of hard labor. Efforts to negotiate with North Korea's "eccentric and notoriously intransigent" leader, Kim Jong-il, the US received word that Korea would agree to talk with an envoy from the United States, but only if that envoy was former President Bill Clinton. Clinton travelled to North Korea and he and Kim Jong-il spent several hours together discussing a wide variety of issues, followed by a reception and dinner in Clinton's honor. The following day the two journalists were released. Myers asks: "What was it that broke through the diplomatic stalemate and caused Kim to make this invitation? The answer revealed itself in this fascinating detail: when the two met, Kim reminded Clinton of a condolence letter the US President had written the North Korean leader during the 1990s. 'You were the first person,' Kim told him, 'who reached out to me when my father died – even before my allies. I've always remembered that.'"

Myers then makes her point when she concludes "Who would have imagined that such a modest gesture of simple human thoughtfulness would be the impetus for solving a crisis of international diplomacy some fifteen years later?"

This was but one of the many fascinating stories Myers recounts in this marvelous book on leadership. In addition to these stories, my copy of Myers' book is now filled with literally hundreds of yellow-highlighted phrases, advice and examples of what leadership is all about. Her book will always be an invaluable resource for me to go back to as I work to develop and refine my own leadership skills.

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[1] Selected as a "Best Leadership Book of 2011" by the Washington Post

[2] Betsy Myers was a senior advisor to two presidents: Barack Obama and Bill Clinton, and former executive director of Harvard's Center for Public Leadership. She was the first director of the White House Office for Women's Initiatives and Outreach. Currently she is serving as the founding director of Bentley University's Center for Women and Business.

*The Power of Now: A Guide to Spiritual Enlightenment*, Eckhart Tolle (New World Library, 1999).

Report by Amber Galloway Stephens, 2013.

I chose this book because I truly can make the connection between the methods for this book related to each of the leadership principals: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. More specifically, I have found myself feeling rather negative at work and even more so in my personal life, as I have just endured a year of the most challenging personal struggles I ever could have imagined. When one endures such traumatic events in personal life, professional life is also affected despite best intentions to separate the two. My recent personal and professional struggles have left me dwelling in the past, feeling resentful, and this mindset is impairing my effectiveness as a leader. If I cannot personally feel inspired, how am I to inspire a shared vision? If I am not motivated to model the way, how am I to show accountability for my behavior and enable other to be their best selves? Questions such as this, and many more, drove my decision to read *The Power of Now*. Following is a highlight of the teachings of this book and what most resonated about each of them:

- **You Are Not Your Mind:** Your thoughts are your thoughts, your feelings are your feelings, but they should not dictate who you are. Once I came to realize that I did not have to be defined by my thoughts and feelings, this provided space for me to detach from those things and truly be present in the moment and this alleviated a lot of ongoing anxiety I was experiencing. Ask yourself “do I know this to be true or is that just a thought or a feeling”?
- **Consciousness: The Way out of Pain:** Pain and suffering are part of life, but there is purpose in both. Learning to live with those experiences rather than trying to avoid them frees one to surrender to what simply “is” rather than wasting the energy in trying to control it.
- **Moving Deeply Into The Now:** The human condition tends to lend for making things more difficult than they have to be. It does not take understanding the interworking and complexities of the mind to make a change. We often think that we are so much more complex than what we actually have to be, as I was quoted during our last RIHEL convening several times over – “just do that s&\*t”!
- **Mind Strategies for Avoiding the Now:** At times we resent what we are doing in our jobs or perhaps we are carrying some type of resentment for a colleague that goes unaddressed. Resentment emanates such an energy suck that the effects contaminate your own self as well as those around you. Either stop doing what you are doing, speak to the people concerned with full expression of what you are feeling (in a way appropriate for the workplace), or realize you have no control over it and drop the negativity your mind has created around the situation.
- **The State of Presence:** When consciousness frees itself from identification with physical and mental forms and expectations, this is the experience of pure consciousness, or presence.
- **The Inner Body:** Look beyond words. Words are nothing more than mental labels viewed by each of us through a different lens, and interpreted in our own mental frames. What one word means to you can mean something different entirely to someone else. Instead of fixating on words in the workplace that may offend you, ask questions of others, similarly as we did in the “define what you mean by...” exercise at our first RIHEL convening.

- Portals into the Unmanifested: Meditate for 10-15 minutes daily. You don't have to accompany "ohms", you can simply sit in silence with your eyes closed, taking deep breaths. Don't "think" about it, just "feel" it.
- Enlightened Relationships: Generally speaking, it is easier for a woman to feel and be in her own body, so she is potentially closer than enlightenment than a man. This is why many ancient cultures instinctively chose female figures and analogies to represent formless reality. Realize that men and woman have different states of being and how that plays out in the workplace.
- Beyond Happiness & Unhappiness There is Peace: There are cycles of success, when things come to you and thrive, and there are cycles of failure, when they wither or disintegrate. Let them go in order to make more room for new things to arise, or for transformation to happen.
- The Meaning of Surrender: Surrender is the simple but profound wisdom of *yielding to* rather than opposing the flow of life. Surrendering is not giving up; it is rather accepting what *is*.

***Strengths Finder 2.0***, Thomas Rath (Gallup Press, 2007).  
Report by Amber Galloway Stephens, 2013.

Because *The Power of Now* (above) is more of an unconventional book choice related to leadership, I thought I should also complete another leadership/strength finding exercise as part of my RIHEL work (I also incorporated this exercise in a recent staff retreat and it was a true success). This book comes with a unique identifying code inside. You scratch off the code, enter it into an online assessment tool, and create a profile. The assessment is timed, 20 seconds per question, for roughly 170 questions. Once the assessment is complete a report of your top five strengths is generated along with an action plan for applying such strengths. Another helpful component when completing this activity with colleagues is that the book gives recommendations on how to interact with people possessing their particular strengths. My top five strengths, respectively, are:

Empathy  
Harmony  
Maximizer  
Woo  
Arranger

Due to the page limitation of this report (that I have already superseded) I am happy to discuss this process in more detail at our RIHEL convening in Santa Fe.

***Seven Thousand Ways to Listen***, Mark Nepo (Free Press, 2012).  
Report by Amanda Garrard, 2013.

**Excerpts from book that summarize the themes and main concepts (Ones that really rang with me too!):**

- In a daily way, listening is being present enough to hear the one in the many and the many in the one.
- Listening is an animating process by which we feel and understand the moment we are in: repeatedly connecting the inner world with the world around us, letting one inform the other. Listening is an ongoing way of relating to experience.
- “Ways of Listening” might also be understood as “Ways of Keeping What Is True Before Us”
- I invite you to listen in every way you can, for listening in all things is the first step toward friendship.
- The Universe is a continuous web. Touch it at any point and the whole web quivers.  
—*STANLEY KUNITZ*
- As his mother exhaled her years, it seemed to free her soul of the world. These two breaths jarred Marco to live more openly and honestly. Is it possible that, with each inhalation, we take in the world and awaken our soul? And with each exhalation, do we free ourselves of the world, which inevitably entangles us? Is this how we fill up and empty a hundred times a day, always seeking the gift of the two breaths? Perhaps this is the work of being.
- The question under all of this is: how do we listen to and stay in conversation with all that is beyond our awareness? The way we think and feel and sense our way into all we don’t know is the art of intuition.
- We are constantly drawn into our next phase of life, which is always beyond our current awareness. You might ask, how can we know what we don’t know? Yet we don’t know what we’re about to say when our feelings and thoughts prompt us to speak. In this way, our heart and mind prompt us daily. Quietly, there’s an art to reading and trusting the heart and mind. Together, they form an interior compass. Our mind maps out the directions, while our heart is the needle that intuits true north. Though what is unknown is beyond us, what is familiar is in danger of being taken for granted. And we live in between, on the edge of what we know. This is the edge between today and tomorrow, between our foundation and our tenuous growth. How we relate to this edge is crucial, another life skill not addressed in school.
- That’s the challenge as we meet life’s changes: not to let the injury or limitation of one thing injure or limit all things.
- Not to let the opening of a new depth be filled before it reveals its secrets and its gifts.
- Not listening is like this. We don’t realize what we give up until we’re asked by life to bring things back into accord.
- SO MUCH DEPENDS on whether we see everything we meet as alive or inert. When we meet things, looking for the life they hold, we tend to listen and receive. We tend to engage and join. When we meet things as lifeless and inert, we tend to observe and manipulate.
- With no sense of how things are connected, I may move things along without ever being touched by life.
- If we had power over the ends of the Earth, it would not give us that fulfillment of existence which a quiet devoted relationship to nearby life can give us. —*MARTIN BUBER*
- I tell you, the more I think, the more I feel that there is nothing more truly artistic than to love people. —*VAN GOGH*

***Lessons Learned:***

I learned that listening is a key concept in any aspect in life, especially human relations. When managing people, it is imperative to your interpersonal relationships and the trust that you need to develop. This book reinforced my knowledge of the importance of listening and helped me see how to apply great listening skills in many aspects of my life.

***Describe the leadership approach:***

- Listen
- Be genuine
- Be present
- Be aware of your thoughts and actions and consciously choose to view in different ways to expand your views on life, engagement, opportunities and interactions with each other

***Unreasonable Possibilities***, Mike Jones, (Discover Learning Training, 2010).

Report by Namino Glantz, 2013.

*Like fireflies, every human being has a light. Every thought you have produces energy and action.*

*Are the choices you are making in the present moment producing light or darkness for you and others?*

While nothing in you is wrong, broken, or in need of fixing, you can reinvent yourself. How? Stop blaming and waiting for others. Accept personal responsibility to think about unreasonable possibilities to reinvent yourself.

Energy and action follow thought. You are what you are thinking. To take control of your life, control the conversations you have with yourself. Be aware of your thoughts, for they become your words; choose your words, for they become your actions; understand your actions, for they become your habits; study your habits, for they become your character; develop your character, for it becomes your destiny. Check the conversation!

You can choose to believe anything you want to believe. Your belief system (BS) shapes your experiences. It is your personal collection or “map” of compelling stories through which you contextualize your experiences. Every belief you have results from your creating a compelling story that convinces you it is true. Your reality is not created by circumstances occurring around you, but rather by conversations you have with yourself. You talk yourself into believing the things to which you are most committed. Whatever you want to become, talk yourself into it. Create a compelling story and affirm that story every day. You will when you believe you will!

Leave the past. The past is not good or bad; it just is. You interpret it based on your belief system. You live in the past if: you blame others for your shortcomings; you hang on to expired relationships; you play it safe; you follow the crowd; you believe you are too shy to speak up; you choose dysfunction; you believe your situation is different from everyone else’s; your life is

a series of “if onlys”; apprehension, angst, fear, or pain prevents you from going for what you want. None of these live outside you; all result from your conversation with yourself.

Choose to move forward. At every moment, you make choices. Each choice focuses either backward or forward. What are you focused on (WAYFO)? Focus on the outcome! Living a life of creating unreasonable possibilities doesn't happen by accident, nor is it circumstance, fate, or luck. It is choice – your choice.

Talk yourself into what you want and create new, positive, and unreasonable possibilities, via these steps:

1. Set a positive outcome that you want and focus on the outcome.
2. Create a compelling story about the outcome. Visualize as if it already happened.
3. List all the benefits to you and others of manifesting the outcome.
4. Affirm the compelling story daily. Write it in past tense. What will you do to get it?
5. Be personally responsible for choices to get your outcome. Don't blame others or circumstances.
6. Surround yourself with people who support you and hold you accountable.
7. Set clear milestones and celebrate everything. Keep moving forward.

Your life matters, so choose to live on purpose, creating unreasonable possibilities. Ready or not, someday, your life will end. Your wealth, fame, and temporal power will shrivel to irrelevance. Your grudges, resentments, frustrations, and jealousies will disappear. Your hopes, ambitions, plans, and to-do lists will expire.

What will matter? What you gave, what you taught, every act of integrity, compassion, courage, or sacrifice that enriched, empowered, or encouraged others.

*Like fireflies, every human being has a light. Every thought you have produces energy and action.*

*Are the choices you are making in the present moment producing light or darkness for you and others?*

[www.wayfo.com](http://www.wayfo.com)

***The 360° Leader: Developing Your Influence from Anywhere in the Organization***, John C. Maxwell (Nelson Business Books, 2005).  
Report by Karen Glenn, 2013.

**Summary:** Maxwell begins by identifying and refuting seven common myths of leadership the reader may use as reasons to avoid engaging in leadership activities in their current position. This sets the stage for the rest of his discussion. The author points out that leaders are found throughout strong successful organizations and not just at the top, and he describes how leadership should be focused in all directions, certainly downward, but also and equally importantly, upward and laterally, hence the title of the book '***360 Degree Leader***'. Maxwell points out seven specific challenges inherent with 360 degree leadership and provides specific recommendations for each of these challenges. Next, the author addresses how one can lead in

each of the three directions. He describes the needs of those who would be led, then details recommendations for leadership in each direction and he includes specific focus points and recommendations for developing an environment that fosters development of 360 degree leaders.

**Reflection:** Although I found this book somewhat prescriptive, it did resonate with me in many ways and contains numerous specific, actionable ideas. There's so much meat there, it's almost overwhelming. I did identify with several of the 360 leadership challenges the author calls out, most especially serving in several roles in my current position, termed the Multi-Hat Challenge, and conflicting pressure from forces coming from those I lead and those above me, termed the Tension Challenge. I also identified with several principles Maxwell calls out for leadership in each direction and I plan to prioritize those and begin targeted implementation of them. In terms of leading upward, I identified two key points: I know I can benefit from improving how I lead myself, and this activity will also result in better preparation when I meet with a leader, which is another of Maxwell's recommendations for leading upward. Regarding leading down, Maxwell makes two key points, to see everyone as a '10' and walk slowly through the halls to take time to connect with people along the way.

In summary, the common theme I found across leadership in these three directions is a thorough understanding of the strengths, weaknesses and needs of those you seek to lead. This starts with one's self through an assessment of personal strengths and weaknesses, and then an ability and willingness to lead yourself forward and grow. Relationships are a key component of leadership in any direction. Relationships must be fostered and should be complementary, where skills and abilities of individuals at all levels of an organization can build on each other in based upon a thorough understanding of the needs of those in that direction. In a nutshell, leadership is action, but the action necessary or most beneficial will vary depending upon the relationship or roles that exist between the would-be leader and the others. As Maxwell points out, the best leaders "lead, empower and then get out of the way." I will be able to apply the concepts of this book for a long time and learn and grow through its ideas.

*The Audacity of Hope*, Barack Obama (Vintage, 2008).

Report by Kristin Goddard, 2013.

Originally I had set out to read "Dare, Dream, Do!" a lovely, encouraging read by Whitney Johnson who used a conscious, high reaching mindset to work her way up from secretary to one of the most lauded sell-side analysts on Wall Street. While the book was great for setting out action items to forward my own goals and success it wasn't quite what I was looking for in a leadership book. So, I shifted gears and read Barack Obama's 2006 book the Audacity of Hope. This book has actually been sitting on my shelf for a while as a "when I get around to it" read. I'm happy I got around to it.

In the wake of his re-election and a tumultuous period for both the federal government and politics in general I decided I wanted to get to know the driving leadership principles of the man that now runs our country and consequently sits in one of the most highly scrutinized leadership positions in the world. The book is written during his first (and only) term as a US Senator and although, like most politically penned books, he uses the platform to lay out his policy visions

for this country he also (knowingly or not) sets out a clear list of leadership qualities that he has come value and rely on as he's moved through his career. To me they stood out as follows:

**If you know nothing else as a leader, know yourself.**

He emphasized that knowing what you're about, what you're willing to stand for and against are critical in any position of leadership, political or not. He explains, and I think rightly so, that if you don't know yourself it's impossible for the people you're leading to know you, and subsequently trust, believe in, and follow you as a leader. I think this an implementable introspective action item regardless of where you are on the food chain.

**Empathy is the most critical quality for a leader.**

He strongly believes a leader without empathy will never have the backing or the trust of the people. He hit on this point of empathy for a person/family/ town's situation multiple times. Not only for the purpose of establishing credibility with those you are leading but also as a reality check for leaders not getting too far removed from those they lead. I really liked this train of thought and see applications for this daily in my work. Whether it is the maxed out data analyst who is trying to do the job that used to be tackled by 3 people or the stretched thin new mom who is still figuring out the best way to balance work and home understanding the situations of those you lead is something I value very strongly in other leaders, and as an aspiring leader myself.

**There is always common ground.**

He noted that divergent viewpoints are always easier for politicians and leaders in general to hold and maintain with their followers than compromise. But if progress is to be made on many issues where it seems like there is no overlap in perspective it's often best to start the conversation from the places where common ground can be found. He urges leaders to start with common ground, rather than where opinions differ and work from there. I think this is framing that I can easily utilize in my workplace (and one that will take some conscious effort on my part) when managing research projects.

**Nothing is absolute.**

Using the ever changing world of public policy as his stage, he shows that understanding how to pivot while leading is often as essential as standing your ground. New facts, new options, new circumstances will arise over time for every leader. He focuses that the openness to having your mind changed if the facts warrant so is critical, but emphasizes to be conscious and aware when and how it happens. I think this speaks to the ideas of both continuous leadership and mindfulness leadership. Continuous in that your job as a leader is never done, the case is never totally closed. Mindfulness in that as you make your decisions be aware of the influences and factors impacting them. To me this is both the most simple and most powerful quality he describes. It's very easy to want to check off boxes and move forward and this concept is a good reminder that leadership isn't generally that simplistic.

Overall what this book lacked in clear strategy and action items it made up for in guiding principles and broader stroke approaches to leading. It gave a once removed perspective on the motives, framing, and messaging leaders should be thinking about both day to day and all year

long. This book has actually inspired a yearlong endeavor of reading biographies/ memoirs. I have several on my shelves but I'm open to suggestions!

***Ethical Ambition: Living a Life of Meaning and Worth***, Derrick Bell (Bloomsbury, 2003).  
Report by Amanda Gonzalez, 2013.

**Background and Summary:** Derrick Bell is an acclaimed critical race theorist. He's written the seminal text *Faces at the Bottom of the Well: the Permanence of Racism* (1992) and the law school casebook *Race, Racism, and American Law*. I decided to read *Ethical Ambition* because it is often required reading in critical race theory classes and also business school classes; and yet, somehow I missed it. Being that Bell passed away this year it seemed like an appropriate time to make sure I'd read at least one of his works cover to cover.

By all accounts, Bell's was a life well lived. He was one of few black men to graduate from law school in 1957. Upon graduation he worked in the Civil Rights Division of the Department of Justice, a job which he was promptly fired from when he refused to give up his NAACP membership (which the Department deemed a conflict of interest). Though he went on to become a successful civil rights attorney and one of America's most influential law professors, Bell is best known for the jobs he walked away from... a tenured position at Harvard Law School (he was the first black person to hold such a position) and a deanship at Oregon Law. In both cases he left the prestigious positions because of the school's refusals to hire women of color.

Given his moral passion it's no surprise that Bell received many inquiries as to how he has the courage to stand up for his beliefs; even sacrificing jobs that many can only dream of getting. *Ethical Ambition* is Bell's response to such inquiries. According to Bell there are six components that are essential to ethical functioning: passion, courage, faith, relationships, inspiration, and humility. Bell spends a chapter discussing each. Using examples from his own life and the lives of his students he gives examples of how to live and work as an ethical person.

While it is written for a general adult audience; the book has a special lens toward the ethical struggles that people of color, women, and LGBT people face. In Bell's words, "[O]ne of the purposes of this book is to acknowledge and celebrate the difficulties of going one's way in opposition to the consensus."

**Discussion:** I loved the premise of the book. The ideas of ethics and ambition are rarely woven together as artfully as they are here. When I've had terrible managers I've often found myself wondering, "Who promoted this person!? Who handed them the institutional power!?" All too often people climb the corporate ladder not because they have the ability to lead or manager or even because they want to; but rather because it is what good, ambitious people do. You're either ambitious or you're lazy; and ambition becomes a goal unto itself. I liked that *Ethical Ambition* presented an alternative. I also liked that the book addresses the needs of people of color, LGBT people, and women without making the book expressly for those groups. All too often I've picked up career, leadership, or self-help books that are geared at a specific group of people (usually one I belong to) and have been pretty disgusted by the identity politics of it all. Those

books often assume inherent difference (and usually weaknesses) in the underrepresented groups without ever challenging normative culture. The thing I disliked about the book was that Bell came off as pretty impressed with himself. Not that his accomplishments aren't impressive; it's just that some of the "lessons" felt a bit like bragging. I'm a Derrick Bell fan and I it was nice to read such an autobiographical book, but since it wasn't expressly billed as an autobiography I think it would have been more relatable if he'd used more examples than just his own accomplishments.

**Lessons:**

Passion – Bell talks about passion as energy and how we feel when we engage with something. He talks about the passion or high we can experience when we do both good (singing in a choir, making a speech, receiving an award, solving a tough problem) or something bad (getting the last word in an argument, hearing about someone's misfortune, or cheating on a diet). I loved the way Bell distinguished between these two kinds of energy. He describes it as follows: "The difference between a passion that nourishes and one that denies you is that the first enhances the experience of being present and the second facilitates the experiences of escape."

Relationships – I also liked that Bell talked about the ethics we owe not only to our professional lives, but also our personal lives. Further, I appreciated that he didn't limit this only to children (although I wonder if that is a product of his gender). Bell writes, "Our relationships serve as our ethical barometers, and the ability to participate in meaningful personal relationships, intimate relationships, and relationships with family, friends, and colleagues is the cornerstone of ethical living. After all, what binds us is not blood, marriage license, or formal commitment, but pleasure caring, and the trust that ethical behavior has earned." I might have that tattooed somewhere.

*The Race for What's Left, The Global Scramble for the World's Last Resources*, Michael T. Klare (Picador, 2012).

Report by Matthew Harrison, 2013.

**Summary:** The world is facing an unprecedented crisis of resource depletion---a crisis that encompasses shortages of oil and coal, copper and cobalt, water and arable land. With all of the Earth's accessible areas already being exploited, the desperate hunt for supplies has now reached the final frontiers.

*The Race for What's Left* takes us from the Arctic to war zones to deep ocean floors, from a Russian submarine planting the country's flag under the North Pole to the large-scale buying up of African farmland by Saudi Arabia and other food-scarce nations. With resource extraction growing more difficult, the environmental risks are becoming increasingly severe---and the intense search for dwindling supplies is igniting new conflicts and territorial disputes. The only way out, Michael T. Klare argues, is to alter our consumption patterns altogether, a crucial task that will be the greatest challenge of the coming century.

**Reflection:** Overall I enjoyed reading this book, even though the future it presents seems pretty bleak. Although this book doesn't fall under the Leadership definition, I believe the utilizing the

resources available and at your disposal is an important asset for any leader; individual, organization or even country. I thought chapter seven, Global “Land Grabs” and the Struggle for Food was the most interesting chapter. It explained how industrial developed countries with limited agricultural land have looked outside their countries to other areas in the world to secure land and food for their citizens. The example in the book was Saudi Arabia acquiring land in Africa. When an organization has limited resources, they have to expand the norm and look elsewhere. Every group deals with limited resources in one way or another, usually it’s funding. Being able to think outside the box and of creative ways to increase resources for your organization is important for any leader.

**Conclusion:** This was book was an easy read even though the subject matter was not. At times it’s hard to not think the author is “crying wolf” pointing out the worst-case scenarios with most of the world’s valuable natural resources but he backs up his claims with cases and facts. I think the author made his point in the first chapter and the rest were him pleading his case. The book felt repetitive but provocative enough to keep my attention to the end. The last chapter of the book talks about things that need to change and the importance of investment in replacing our current reliance on non-renewable resources for renewable ones, which I believe is relevant.

*Made to Stick: Why Some Ideas Survive and Others Die*, Chip Heath, Dan Heath (Random House, 2008).

Report by Jennifer Hellier, 2013.

I highly recommend this book to anyone interested in learning how to or want to inspire a vision. I saw Chip Heath (a professor at Stanford University) speak at a conference in 2011 and he was extremely inspiring. He and his brother, Dan Heath (Co-founder of Thinkwell Publishing Company), have worked together to identify how ideas stick in society. Thus, they looked at what really sticks and studied urban legends.

By analyzing urban legends – such as the businessman who wakes up in a bathtub full of ice and a note saying to call 911 as one of his kidneys were harvested (AKA: the kidney heist) – the Heath brothers have identified six main principles to sticky ideas. They clearly outline how to implement the six principles with many “clinics” and real-life examples. I truly enjoyed learning how Sony inspired their engineers to take the new technology (transistors) invented by Bell Laboratories and did the impossible – make a “pocketable radio.” These concrete examples can help each and every one how to develop a vision and then inspire others.

The six principles of sticky ideas make the acronym: SUCCES

**S** – simple. This doesn’t mean to “dumb down” but actually find the core idea and make it compact. Their example is Southwest Airlines mantra – “THE low-fare airline”. The president of Southwest Airlines always ask himself and his employees if what they are proposing will keep them as “THE low-fare airline”. If the answer is “no”, then don’t do it.

**U** – unexpected. Surprise will jolt humans to attention, and using a mystery format (help the person solve the mystery) will improve their retention. My favorite sentence from this principle’s

chapter was: To make communication more effective, you must shift your thinking from “What information do I want to convey?” to “What questions do I want my audience to ask?”

C – concrete. Make every example concrete and not abstract. This will grab your audience’s attention because it is tangible. Aesop’s fables are excellent examples – so much so that they have lasted for 2500 years: Tortise and the Hare; The Boy Who Cried Wolf; Fox and the Grapes.

C – credible. Statistics are great, but what does it really mean to a person in their everyday life? Make the statistic realistic for the audience. For example: medium-size movie popcorn has 37 grams of fat. What does that really mean? Art Silverman made that number into a relevant comparison for the average person: one medium-size popcorn = bacon-and-eggs breakfast, a Big Mac and fries for lunch, and a steak dinner with all the trimmings – combined!!!

E – emotion. You must make your audience care and feel that your idea is important. Make that emotion concrete and not abstract – like in the popcorn example, people felt disgusted by that amount of fat in a medium-sized popcorn. You must make your audience care by appealing to the things that matter to them. Particularly appeal to their self-interest and to their identities – not only to the people they are right now but also to the people they would like to be.

S – stories. Stories are so very powerful because they make the idea concrete, personable, and emotional. Stories help prepare humans to respond more quickly and effectively to situations we have not actually experienced. For example, firefighters swap stories after every fire, which multiply their experience for others. After years of stories, firefighters have a richer more complete mental catalog of critical situations they might confront in a future emergency.

*A Woman in Charge: The Life of Hillary Rodham Clinton*, Carl Bernstein (Vintage, 2008).  
Report by Aubrey Hill, 2013.

This book is a biography of the current Secretary of State Hillary Clinton. It is a thorough account from her childhood to her adulthood (yet it only covered her adulthood up to the time when she was Senator of New York state). Although it does not cover any of her presidential race experiences in 2008 or her leadership as the Secretary of State, it is revealing and in-depth, especially of her evolving political philosophy and her leadership style.

A person’s leadership and style can evolve throughout their life based on their experiences, circumstances, and the lessons they learn. Ms. Clinton tried to lead from the background while her husband was at the forefront as governor of Arkansas and as president. It was largely unsuccessful because of the awkward position that spouses have with their elected mate, and because of her leadership style. Even though her political philosophy was more centrist than people realize, she had an exclusivist leadership style—meaning that she did not actively work to build relationships or a collegiate atmosphere for people around her to share their opinions without retribution. She locked the press out of the White House press gallery because she distrusted their ability to interpret the administration’s actions, but that worked against her because the message was not getting out there and the administration lacked the transparency needed to build the public trust. She also would make enemies of people who would “rub her the

wrong way,” instead of attempting to build bridges and a collaborative energy. That had the unintended consequence of forming her reputation as a close-minded, secretive, cold, and unfeeling woman—even though those close to her knew that to be untrue.

The most interesting part of the book was when she was put at the helm of her husband’s health care reform attempts during his first term. She wanted to be thorough and pass reform that made sense, was based in evidence and research, and had the best practices. She pulled together the most intelligent and trusted leaders in health care to comb through all the latest research with the ultimate goal of putting together a comprehensive reform plan. However, by keeping the circle tight and closed off from the press, the public, and other political leaders, the reform effort failed. She had a firm belief that she knew what was right for the country and for the American people. She had a moral drive to make things better for people and was thorough in understanding how the country could get there with the right economic and social policies. Even though not everyone agrees with her political viewpoints, it is clear that she is a highly intelligent woman. Her black and white view of the world and her circumstances in supporting her husband’s career over her own put her in a difficult position that ultimately meant she had plenty of learning experiences from some leadership disappointments. However, when she was able to stand on her own as Senator of New York state (and eventually as the U.S. Secretary of State), she was able to deploy a more productive leadership style. She learned from the lessons of the past, and evolved as a human being and as a leader.

The most important concepts for me were that passion and personal beliefs are important, but are not enough. You need to also learn and grow as a leader and as a collaborator, and work to stay open-minded. If you make mistakes, it does not mean that your leadership opportunity is over forever—you just need to learn from it. It also taught me how absolutely essential collaboration and vision-sharing is, because if you don’t do either of those things, you can’t build the proper support necessary for success.

***Everyone Leads: Building Leadership from the Community Up***, Paul Schmitz (Jossey-Bass, 2012).

Report by Cristie Jophlin Martin, 2013.

Paul Schmitz’s book is about how anyone in a community can lead and that to solve our communities’ most pressing problems we will need to engage the entire community. *Everyone Leads* is not a book on how to lead organizations but one about how to lead communities. It demonstrates how collaboration among citizens has always been core to social change.

It provides a new definition of leadership:

1. It is an action everyone can take, not a position few hold
2. It is about taking personal and social responsibility to work with others on common goals’ and
3. It is the practice of values that engage diverse individuals and groups to work together effectively.

The definition was built by Public Allies. They see leadership not just as a theory but how any leader or emerging leader can step up and be effective. The book goes on to outline 5 leadership values:

1. Recognizing and Mobilizing Assets Each of us has assets – the gifts, talents and skills that make us good workers, neighbors, friends and family members. We should look at communities and define them based on assets rather than on needs.
2. Diversity and Inclusion As our communities become more diverse we don't seem to work well together on public issues and non-profits in our community are struggling to to engage and develop diverse leadership. Doing this work is hard however the results are rewarding.
3. Teamwork and collaboration Leadership is inherently a collaborative process. Leaders inspire, persuade and engage others to work with them on common goals.
4. Continuous Learning Leadership is not an end; it is a process.
5. Integrity Integrity is about holding ourselves accountable to the people we work with and to those we serve.

***Primal Leadership: Realizing the Power of Emotional Intelligence***, Daniel Goldman, Richard Boyatzis, and Annie McKee (Harvard Business Review Press, 2002).  
Report by Melanie Kawulok, 2013.

“Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal: Great leaders work through the emotions.” (p.3)

### **Emotional Component**

The brain is an open loop. We rely on connections with other people for emotional stability. Scientists describe the open-loop system as : interpersonal limbic regulation, whereby one person transmits signals that can alter hormone levels, cardiovascular function, sleep rhythms and even immune function inside the body of another. Other people can change our very physiology and our emotions. The continual interplay of limbic open loops among members of a group creates a kind of emotional soup, with everyone adding their flavor to the soup. Negative emotions – especially chronic anger, anxiety or sense of fluidity – powerfully disrupts work, hijacking attentions from the task at hand.

On the other hand, when people feel good, they work at their best. Feeling good lubricates mental efficiency, making people better at understanding information and making complex judgments.

### **Why lead with emotions?**

Dissonance, in its original musical sense, describes an unpleasant, harsh sound. Dissonant leadership produces groups that feel emotionally discordant, in which people have a sense of being continually off-key. Ranging from abusive tyrants to manipulative sociopaths, dissonant leaders are out of touch and create wretched workplaces – although they have no idea how destructive they are or simply don't care. Meanwhile, the collective distress they trigger becomes the group's preoccupation, deflecting attention away from their mission.

Resonant leaders, on the other hand, are attuned to their people's feeling and move them in a positive emotional direction. Resonance comes naturally to emotionally intelligent leaders.

Their passion and enthusiastic energy resounds throughout the group. When there are serious concerns, emotionally intelligent (EI) leaders use empathy to attune to the emotional registry of the people they lead. Under the guidance of an EI leader, people feel a mutual comfort level. They share ideas, learn from one another, make decisions collaboratively, and get things done. Perhaps most important, connecting with others at an emotional level make work more meaningful.

### **Four Domains**

There are 4 domains to emotional intelligence: self-awareness, self-management, social awareness, and relationship management. Under these domains are 18 competencies.

#### **Self-awareness**

- Emotional self awareness
- Accurate self-assessment
- Self-confidence

#### **Self-management**

- Emotional self-control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

#### **Social Awareness**

- Empathy
- Organizational awareness
- Service

#### **Relationship Management**

- Inspirational leadership
- Influence
- Developing others
- Change catalyst
- Building Bonds
- Teamwork and collaboration

### **Leadership Styles**

The book explains that the best, most effective leaders act according to one or more of six distinct approaches to leadership. Four of the styles – visionary, coaching, affiliative, and democratic – create the kind of resonance that boosts performance. The other two – pacesetter and commanding – should be applied with caution.

- Visionary – The visionary leader articulates where a group is going, but not how it gets there – setting people free to innovate, experiment and take calculated risks.
- Coaching – The coaching style is really the art of the one-on-one. Coaches help people identify their unique strengths and weaknesses, tying those to their personal and career aspirations.

- **Affiliative** – The affiliative style of leadership represents the collaborative competency in action. An affiliative leader is most concerned with promoting harmony and fostering friendly interactions.
- **Democratic** – A democratic leader builds on a triad of EI abilities: teamwork and collaboration, conflict management and influence.
- **Pacesetter** – Pacesetter as a leadership style must be applied sparingly, restricted to settings where it truly works.
- **Commanding** – The command leader demands immediate compliance with orders, but doesn't bother to explain the reasons.

### **Developing Emotionally Intelligent Leaders**

To work, leadership development must be self directed. You must want to strengthen and aspect of who you are or who you want to be. Self directed learning involves five discoveries, each representing a discontinuity. The goal is to use each discovery as a tool for making the changes needed to become an emotionally intelligent leader.

- The first discovery: My ideal self – Who do I want to be?
- The second discovery: My real self – Who am I? What are my strengths and gaps?
- The third discovery: My learning agenda – How can I build on my strengths while reducing my gaps?
- The fourth discovery: Experimenting with and practicing new thoughts, behaviors and feelings to the point of mastery.
- The fifth discovery: Developing supportive and trusting relationships that make change possible.

### **Building Emotionally Intelligent Organizations**

When it comes to leadership, changing a single leader is only the beginning. The rest of the job is to develop a critical mass of resonant leaders and thereby transform how people work together.

- Parallel Transformations
- The power of group decision-making
- Maximizing the group's emotional intelligence
- Reality and ideal vision – discover an organization's emotional reality

### **Creating Sustainable Change**

Finally, the book addresses creating sustainable change in an organization. The process must be self directed and include the following elements.

- A tie-in to the organization's culture
- Seminars emphasizing individual change
- Learning about emotional competencies
- Creative learning experiences
- Relationships that support learning, such as executive coaching

### **Lessons Learned**

The most powerful lesson for me was the section on the five discoveries. Each discovery is necessary for changes needed to become an emotional leader. When working through these discoveries it is possible to develop a vision, determine your guiding principles, understand your

strengths and gaps, building on those strengths while filling the gaps, goal setting, how to practice new emotional intelligence behaviors, and developing supporting relationships. This area was profound for me as I realized that personal change of any kind is always “an inside job” and this section laid out the foundation for success in becoming a better leader and strengthening my emotional intelligence.

*See Jane Lead: 99 Ways for Women to Take Charge at Work*, Lois P. Frankel (Business Plus, 2009).

Report by Emily Kinsella, 2013.

### **Highlights:**

In this book, Lois Frankel discusses why women make great leaders and how women can take the qualities and assets they likely already have and apply them to leadership. She points out that women have always been leaders – they just haven’t been taught to call it that. She says women are socialized to be “nice girls” and references this term often. She provides a self-assessment in the first chapter so the reader can determine which of the following seven categories are strengths and weaknesses:

- Strategic versus Tactical
- Risk Taking
- Influence
- Coaching
- Team Building
- Emotional Intelligence and Likeability
- For the Entrepreneur

Ms. Frankel starts the chapter on each category above with examples of real world ways in which women exhibit the skill, without calling it such. She ends with several “coaching tips” for improving the skill. In each chapter she includes interviews with female leaders.

Throughout the book there were many parallels to the 5 principles of leadership in *The Leadership Challenge*, which reinforced the message of what truly matters in leadership.

### **Most Important Lessons:**

- I have been asked several times in job interviews to explain the difference between “management” and “leadership.” In the first chapter of this book, Ms. Frankel provides this summary: “You manage functions and lead people.” I really like that definition!
- The assessment in the book showed “risk taking” as my weakest category, which I felt echoed the fact that I scored lowest on “Challenge the Process” on my 360 degree assessment. My strongest category was “emotional intelligence and likability.”
- The author provides a facts/feelings model of risk taking with feelings and increasing discomfort on one axis and facts and increasing uncertainty on the other. I need to build comfort moving from “status quo” (high certainty, low discomfort) to “calculated risk.”

- For influence, I like the model by Tom Henschel provided in the book called “Headline Communication” where you start with your most important point (headline) and back it up with three supporting points.
- The author also discusses how to be assertive, combining “direct and clear communication with unfailing, unconditional positive regard and concern for others.”
- In the coaching chapter, the author provides the 7:1 Rule – seven pieces of positive feedback for every piece of developmental feedback.

*The Success Principles: How to Get From Where You Are to Where You Want to Be*, Jack Canfield (Harper Collins, 2005).  
Report by Lindsey Kruckenberg, 2013.

Jack Canfield, with the help of many, has written a book on what he believes to be the 64 most essential success principals. The book is broken down into 6 main sections: The Fundamentals of Success, Transform Yourself for Success, Build Your Success Team, Create Success Relationships, Success and Money, and Success Starts Now. In each principal, Canfield typically includes a brief history, his perspective and how the principal applied to him, a tool or instructions on how to use the principal, and a story from some well-known professional(s) and how he/she used the specific principal on their journey to success. Canfield’s underlying theme is that we must all have a strong and positive belief in our self. The reader will catch this in almost every principal.

**Reflection:** I felt that the book was very easy to read and understand. The principals were simple and the stories that Canfield provided helped me understand how others have applied them. There were definitely certain principals that spoke directly to me and my current situations, personally and professionally. I really enjoyed and related with Principal 11, “See What You Want, Get What You See” and Principal 15, “Experience Your Fear and Take Action Anyway”. Principal 11 explains how visualization focuses your brain by programming its reticular activating system (RAC). This visualization activates the creative powers of your subconscious. I found this very easy to do because I am such a visual person naturally. I was able to apply this tool and the examples to my day to day activity, immediately. Principal 15 spoke to my worry wart gene. I often limit myself to what I know I can absolutely do, based on some story that I have told myself. I have often let fear drive my decisions. This principal pointed out some great examples and tools to use when you realize that you are allowing fear to drive you and your dreams.

There were other principals that were a stretch for who I am and my value system. I sometimes got the feeling that Canfield was suggesting that if it is not working I need to change or become something or someone different. I know that success does not mean that I have to be someone I am not. The specific example that I refer to is in the principal “Act As If”. In this principal the examples Canfield gave were visualizing one’s fame or financial status. Fame and Money are not necessarily my definition of success, so this example was a bit harder to relate with.

**Wrap Up:** Jack Canfield provides his readers with 64 success principals. Each principal is very easy to understand and digest. I found it a bit overwhelming at first, thinking, “how am I ever

going to remember all of these principals/tools?” What I came to realize while reading, was that each of these principals will probably apply differently to different parts of my life. This is not a one-time read. This book will be a reference or guidance tool if I need a bit of advice along the way. I believe that each time I read Canfield’s, ‘Success Principals’, I will learn something completely new. I look forward to the next time...

***Gifted Hands: The Ben Carson Story***, Ben Carson, MD (Zondervan, 1996).

Report by Juanita Lovato, 2013.

**Summary:** The person who has the most to do with what happens to you is you! You make the choices; you decide whether you’re going to give up or ante up when the going gets tough. Ultimately, it’s you who decides whether you will be a success or not, by doing what is legally necessary to get you where you want to go. You are the captain of your own ship. “If you don’t succeed, you only have yourself to blame.” Quoted by Sonya Carson, mother of Ben Carson. This book tells a remarkable story about Dr. Ben Carson who is known around the world for breakthroughs in neurosurgery that have brought hope where no hope existed.

Ben was raised by a hardworking, goal-oriented, single, young woman with hardly any education. She came from a large family and had many things against her. Sonya divorced after finding out her husband was a bigamist. Despite being poor she was determined to make sure her two boys went to college and become successful in life. Ben and his brother had their mom’s spiritual guidance, constant encouragement, and belief.

**Highlights:** Ben overcame racial prejudice, poverty, teasing and taunting from classmates, and being called dummy. He was determined to work hard to excel and became the best at everything he did. Ben became the top of his class; the desire to be smart grew stronger and stronger. He won a spelling bee, joined ROTC and moved up the ranks faster than anyone before him. Ben graduated with honors and was accepted at Yale in 1969 with a 90 percent academic scholarship.

While in college Ben struggled with financial difficulties. He faced Detroit’s economic depression and many employers were laying off people. He had to work summer jobs to make ends meet. After graduation Ben attended the University of Michigan-School of medicine. He fell in love with neurosurgery rotation and was accepted into the neurosurgery program at Johns Hopkins. Ben performed procedures known as a hemispherectomy to save lives when no one else would think of performing this difficult procedure.

Ben Carson is currently the director of pediatric neurosurgery at John Hopkins Medical Institution and still continues to save lives. He is a role model for anyone who attempts the seemingly impossible. He owes it to his mother’s strong influence. Ben did not work hard to compete and to be better than others as much as he wanted to be the very best he could, for himself.

Ben's goal is to help disadvantaged kids to achieve the impossible by setting up grants to fund scholarship programs for those gifted young people who deserve a chance for success but would never be able to afford it.

**Most important lessons for me:** We create our own destiny by the way we do things. We have to take advantage of opportunities and be responsible for our choices. No knowledge is wasted knowledge. Every life lesson experience is a life changing event.

Describe leadership approach:

- To act as a role model. Encourage young people, teaching kids how to set goals and achieve them.
- Everyone's needs to know that the way to escape their often dismal situations is contained within themselves.
- You can't expect other's to do it for you!
- THINK BIG!

*Aldo Leopold's Southwest*, Neil B. Carmony, David E. Brown (University of New Mexico Press, 1995).

Report by Cara Lynch, 2013.

Aldo Leopold's *Southwest* is a retrospective compilation of Leopold's essays before the writing of *A Sand County Almanac*. The editors and co-authors of this book juxtapose Leopold's early thoughts on ecology with knowledge and facts that are informed by 50 years of time that passed between the earliest implementation of Leopold's conservation ideas and more modern practices. Leopold's essays are introduced by the editors, informing the reader of the historical and political context of the writings. The editors then follow the essays with short reflections comparing and contrasting more contemporary practices and issues to those presented by Leopold. Most of the time, Leopold's theories and applications are still relevant and set the standard for best practices of land, game, and resource conservation and management.

Before Leopold's formal implementation of conservation and ecology, America lacked a real school and method for managing our natural resources. Wild species, common ones we take for granted today, for example, the elk, the coyote, and the grey wolf were all nearly extinct. Leopold successfully implemented new ideas to save these and many other species of our wilderness.

Leopold is known for being primary father of forest preservation, wildlife preservation, opening and managing America's first wilderness area (Gila National Forest), as well as designing ecology as discipline of formal study at the University of Wisconsin, where he served as the first official professor of ecology.

Throughout this book, I am struck by the vision Leopold had. He responded to genuine issues, studied them, and build support around addressing him. Some claim Leopold's vision is yet to be attained. He still inspires others towards a new land ethic, one in which, ". . . the role of Homo Sapiens [changes] from conqueror of the land community, to plain member and citizen of it." Leopold is a leader who crafted a vision that shifted reality for the better. We have wild places

because of his ideas of forest and wild game preservation. Throughout his life, Leopold exhibited curiosity, excitement, courage, balanced approaches to change, and an incredible ability to adapt.

***Social Intelligence-The Revolutionary New Science of Human Relationships***, Daniel Goleman (Bantam Dell Publishers, 2006).  
Report by Rob Martinez, 2013.

The book *Social Intelligence* appealed to me because as a leader we want to be able to connect and engage with those that we interact with and lead on a daily basis. We want to work smarter and more efficiently.

The book delves into the science of how and why we interact and the interactions that we have of may cause others to feel. This book goes sometime too deep into the science. If you are one that is interested in the tie between psychology/sociology and biology; this is a great book to read for you. I was drawn into the book as each chapter and section of the chapters began with a story to lay the foundation of and explanation that would follow. This book is a follow up to his prior book: *Emotional Intelligence*. I think that reading that book first would help, yet is not necessary to the understanding of *Social Intelligence*.

#### **Key Reflections:**

Humans are wired for connection. Daniel Goleman identifies with fMRI and historical and ongoing research with families, criminals and hosts of others that illustrate this fact. Our biology interacts and has a role in our interactions. Like a child that makes the first path in snow, other children would follow this (path of least resistance) than create their own. Our mind (biology) makes pathways (neural-connections) and each time our pathway typically deepens. This is important to realize how change is hard for individuals. They need to and can re-wire themselves. Our pre-wiring for connection explains how we can “catch” other’s emotions as we would catch a cold. He also goes over some of the “defects” when our wiring isn’t spot on, demonstrated by: Autism and Asperger’s and the capacity of “mindsight”

Humans are also pre-loaded toward empathy, cooperation and altruism. In short we all lean toward kindness because (historically) we cannot survive (literally) without each other.

Our mind can recognize the most insignificant physical non-verbal communications (we typically are not aware that we are transmitting these signals). We are so good at detecting this that in our world of constant distraction and multi-tasking; our distractions have impaired our ability to effectively connect.

My takeaway of the difference between *emotional intelligence and social intelligence* is that the first is focused on self and the latter is the focus of others.

#### **Social Awareness:**

Primal Empathy: Feeling with others; sensing non-verbal emotional signals

Attunement: Listening with full receptivity; attuning to a person

Empathetic Accuracy: Understanding another person's thoughts, feelings, and intentions  
Social Cognition: Knowing how the social world works.

**Social Facility:**

Synchrony: Interacting smoothly at the nonverbal level.

Self-Presentation: Presenting ourselves effectively.

Influence: Shaping the outcome of social interactions.

Concern: Caring about other's needs and acting accordingly.

Daniel Goleman's book has implications for leaders, but should be used by all. This book is about mastery of efforts to connect, feel comfortable and build rapport. For me, this will help my relationships at work but more importantly in my daily life.

*Leadership the Eleanor Roosevelt Way: Timeless Strategies from the First Lady of Courage*, Robin Gerber (Penguin Publishing, 2003).

Report by Jennifer Mattox, 2013.

This biography of Eleanor Roosevelt recounts her development and success as a political and humanitarian leader through the application of leadership principles in each chapter. Ms. Roosevelt was depicted as a learned leader, who rose from a childhood filled with the tragedy of losing her father at an early age and shunned by her mother as plain and unattractive, to the timeless moniker of the First Lady of the World by the time of her death in 1962.

Shipped away to boarding school by her mother, Eleanor was fortunate to find a mentor in her school's headmistress that nurtured her sense of independence and self-esteem. She learned collaboration, team building and role modeling through her years raising five children and in the early part of FDR's political career.

In discovering her husband's affair with Lucy Mercer, she found her passion providing leadership in accentuating social initiatives of womens' presence in politics and media, child labor, and poverty. She never compromised who she was and her core beliefs of an equal society, promoting women's rights and ending segregation.

She was keenly aware of her impact on her husband's political career and took care to focus her message so as to avoid becoming visibly involved in his administration. Ms. Roosevelt persisted and made mistakes, and accepted those mistakes and learned from them. She built and maintained networks through a myriad of communication mechanisms, such as her "My Day" column and countless correspondence through her "Write Me" initiative. She demonstrated persistence and resilience in pursuing efforts to end child labor and a national health care plan.

When her husband passed, President Truman requested she become a delegate for the United Nations, and by taking risks was catapulted to the international scene in human rights, which culminated in the Declaration of Human Rights.

**LESSONS LEARNED:** Two themes resonated with me after completing this book. One of the most striking to me is that Ms. Roosevelt was not a “born leader.” She became a powerful leader through her life experiences and her beliefs. She sought out mentors when she returned home from boarding school, and practiced tools of leadership in raising her children. She faced tragedy and betrayal from her husband’s affair and instead of retreating from public life threw herself into her work. She had to overcome her fear of public speaking through practice. Her success arose from her experiences, and as a new leader I think sometimes we forget to draw from those experiences.

Secondly, Ms. Roosevelt’s life demonstrated her ability to understand where she would be most effective in furthering her vision for equality. One of her first efforts was to speak to only women journalists in her weekly addresses to promote their presence and success in a largely male-driven media. She selected an audience she could identify with and talk to while furthering her goal to elevate women in media. She was on the forefront of leading social issues such as segregation, wartime employment and child labor. I admired the stories told in this book that said to me Ms. Roosevelt led at the edge, always looking to improve lives of those less fortunate or shut out because of social attitudes.

***Primal Leadership: Realizing the Power of Emotional Intelligence***, Daniel Goldman, Richard Boyatzis, and Annie McKee (Harvard Business Review Press, 2002).  
Report by Taylor Moore, 2013.

I chose ***Primal Leadership*** because “encourage the heart” was one of the leadership practices that I want to continue to strengthen and develop. With an intermediate level of knowledge about emotional intelligence, I thought that this would be a great book to learn more about how to further develop my own emotional intelligence as a way of encouraging the heart in others. Below are some of the key points in the book that I think will be helpful in my personal and professional development.

- Leaders who exercise primal leadership drive the emotions of those they lead in the right direction by being able to effectively manage their own emotions, while recognizing and attending to the emotions of those they are leading.
- Laughter in the workplace signals trust, comfort, and a shared sense of the world. Laughter and a good mood are essential in a productive workplace.
- Resonant leaders are attuned to their employee’s feelings and move them in a positive emotional direction; emotionally intelligent leaders use empathy and share their own emotions with the group.
- Four domains of Emotional Intelligence:
  - o Self-awareness
  - o Self-management
  - o Social Awareness
  - o Relationship Management
- The Six-Styles of Leadership: (*the first four create resonance that boosts performance, while the last two should be used with caution*)

- o Visionary: a leader who articulates where the group is going, but not how to get there, leaving it up to the people to use innovative and experimental approaches to achieving the vision
- o Coaching: a leader who works one-on-one to develop the full potential of each individual that they are leading
- o Affiliative: a leader who is affiliative will engage in extensive collaboration and is concerned with promoting harmony and fostering friendly interactions; uses empathy
- o Democratic: great listener and true collaborator who wants to use a team approach to come to a common agreed upon solution
- o Pacesetter\*: a leader who holds and exemplifies high standards for performance; use in settings where it truly works
- o Commanding\*: a leader who demands immediate compliance with orders, but doesn't bother to explain the reasons; least effective of the six styles of leadership.
- How to become an emotionally intelligent leader: The five discoveries of self-directed learning:
  - o First Discovery: My ideal self – Who do I want to be?
  - o Second Discovery: My real self – Who am I? What are my strengths and gaps?
  - o Third Discovery: My learning agenda – How can I build on my strengths while reducing my gaps?
  - o Fourth Discovery: Experimenting with and practicing new thoughts, behaviors, and feelings to the point of mastery
  - o Fifth Discovery: Developing supportive and trusting relationships that make change possible

*The Power of Now*, Eckhart Tolle (New World Library and Namaste Publishing, 1999).  
Report by Nancy Nuttbrock, 2013.

**Executive Summary.** 80-90% of most people's thinking is not only repetitive and useless, but because of its dysfunctional and often negative nature, much of it is harmful. Observe your mind, and you will find this to be true: it causes a serious leakage of vital energy. This book introduces the urgency of transformation of human consciousness, and goes into great detail about how to begin this transformation in one's own life. As the title suggests, the book discusses the need for one to discontinue defining one's self by past experiences, and forgo longing for huge success and dividends in the future, but harness the power of the present moment. It talks about how the affliction of constant thinking and analyzing, something like a tape recorder playing non-stop in one's mind, having the same discussions over and over again, prevents one from finding the realm of inner stillness that is inseparable from Being. This incessant mental noise has become a disease: the mind is a superb instrument when used correctly, but when used in the "normal" way, it can become destructive – you're mind begins to "use" you, and not the other way around. You believe that you *are* your mind. By *watching the thinker*, you can begin to recognize how pervasive this disease has become in your own mind, taking the first step towards enlightenment by disidentifying from your mind.

**Describe the leadership approach.**

- Focus ones attention completely on the moment, or the issue at hand.
- Stopping the leakage of vital energy.
- Clear your mind of the incessant mental noise, in order to provide a space for new and creative thoughts to enter.
- By focusing on Now, one's time is more constructively spend on current matters – time is managed.

*It Worked for Me: In Life and Leadership*, Colin Powell (Harper, 2012).

Report by Lisa Pine, 2013.

The book starts with Gen Powell's Thirteen Rules for Leadership. Each rule is followed by a description of how it works. I found these rules to be simple and profound. Since reading the book I have posted this list in my office and tried to use them daily. My favorite, and the hardest to emulate, is to get mad and get over it.

Below are the 13 rules; I hope they are as inspiring to you as they are to me.

- 1 – "It ain't as bad as you think. It will look better in the morning." This is an attitude not a prediction.
- 2 – "Get mad, then get over it." It is OK to be mad, it is not OK to hold a grudge.
- 3 – "Avoid having your ego so close to your position that when your position fails, your ego goes with it." Sometimes your way is not the way, but that doesn't devalue you.
- 4 – "It can be done." Have a positive and enthusiastic approach to every task.
- 5 – "Be careful what you choose: You may get it." Don't rush into things.
- 6 – "Don't let adverse facts stand in the way of a good decision." Look at the facts and see if you can get around them, don't just give up.
- 7 – "You can't make someone else's choices. You shouldn't let someone else make yours." Don't bow to pressure and the desires of others. Be true to yourself as the responsibility rests with you.
- 8 – "Check small things." You need to stay in touch with the small things. As you rise in an organization, don't get insulated from what is going on below you.
- 9 – "Share Credit." People need recognition and a sense of worth. Everyone shares in successes, and when it goes bad, it is your fault alone or as he says it "Share the credit, take the blame, and quietly find out and fix things that went wrong."
- 10- "Remain calm. Be kind." If the leader loses control, confidence in him will be lost and the team will start to falter.
- 11 – "Have a vision. Be demanding." Make sure your team knows where they are going and why. A leader without vision has a hard time leading anyone.
- 12 – "Don't take counsel of your fears or naysayers." If fear or naysayers control you you cannot lead.
- 13 – "Perpetual optimism is a force multiplier. " If you believe in yourself, your purpose, your ability to prevail, you will have greater strength.

This is a short but significant list. The rest of the book reviews Gen. Powell's leadership successes and failures. The final quote I would like to share, one that resonates with me and how

I feel about working “If you take the pay, earn it. Always do your very best. Even when no one else is looking, you always are. Don’t disappoint yourself.” At the end of the day, we are responsible first to ourselves. No one can fault you if you give leadership your all. We will make mistakes but that is how we learn and grow.

*Conversations for Change: 12 Ways to Say it Right When it Matters Most*, Shawn Kent Hayashi (McGraw-Hill, 2010).  
Report by Karen Savoie, 2013.

The art of meaningful conversation has been a personal goal for many years. I have read, studied, practiced, somewhat improved and failed, yet continually strive to perfect the skills. While I feel I have been able to become a better listener through these efforts, I continue to leave that difficult conversation with a sense of, “what just happened.” I also feel the, “that did not go well,” and “what next,” regrets after such scenarios.

This book by Shawn Kent Hayashi was very valuable in not only providing specific ways to use conversation opportunities when it truly does matter, but more importantly provide specific case scenarios which were useful. The book provided real life situations with specific conversations to which I could relate, and have experienced firsthand. The names may be different, but the situations were all too familiar. While the conversations are categorized into 12 specific styles, the most meaningful categories to me including conversations for commitment, action, accountability, changing the all dreaded conflict resolution.

The most important personal lesson came in the realization that foundations for all conversations are the same: emotional intelligence, workplace motivators and preferred communication styles. Only through understanding yourself and your styles can one expect to understand others and achieve meaningful conversations.

In the true RIHEL style, the points I want to remember and share from this reading:

- Conversation can be a meaningful gift.
- The ability to inspire new vision, or listen meaningfully when someone needs to think out their own actions can be a gift to others.
- If we do not admit there is an issue, we cannot resolve a conflict.
- Processing people through their own thinking is a skill.
- If you have to question whether or not a relationship is one-sided or toxic, it probably is.
- Many people set big goals without thinking how they will bring those goals alive.
- Bravery is required.

The recent meetings with my coach provided a great opportunity to put my skills to use. I feel I was able to get much more from these meetings and was better able to understand the process as my very talented coach worked hard to inspire new vision and ask the all important question, “How was I planning to realize these goals?” Timely and useful skills were realized, and I hope will be retained within my leadership toolkit for use in the near and distant future.

*Nine Minutes on Monday: The Quick and Easy Way to Go from Manager to Leader*, James Robbins (McGraw-Hill, 2012).

Report by Stefanie Scruggs, 2013.

Nine Minutes on Monday challenges leaders to take nine minutes each Monday to go beyond creating a list of weekly “must-dos” and “to-dos” for themselves and their employees. It prompts leaders to set aside time to establish weekly leadership plans on how to help employees be successful in producing results. The book highlights how to create an atmosphere and culture of trust in the team, and how to leverage intrinsic human needs of Care, Mastery, Recognition, Purpose, Freedom, Connect, Play, Model and Grow. Focusing on human needs lead to higher productivity and engagement, once trust is established. Robbins approach has the leader ask nine questions related to intrinsic human needs to tap into internal motivation, flow, and productivity of the employee.

Robbins states, “Trust is the currency of leadership”. Creating clear expectations, giving consistent feedback regarding the expectations and providing rewards and recognition strengthens the bond of goodwill that leads to trust. In a safe, high trust environment employees can more readily focus and apply themselves more effectively. As such, managers have a large responsibility to create the culture of trust because of the “weighted relationship” they have with their employees. A “weighted relationship” is one that words, actions and attitudes have the authority and consequence of inspiring or demotivating. Robbins discusses the trinity of trust, character, competence, and caring, which once established provides the leverage needed to influence and move people to action.

With trust established, interactions with employees can become more focused and time efficient. The weekly leadership plan should be used as the tool to guide small actionable goals to inspire employees. In nine minutes with the nine questions below, Robbins’ focuses on building employee engagement and increased productivity in a manageable fashion.

- How will I take a genuine interest in my employees this week?
- Whom will I give feedback to this week?
- Whom will I reward or recognize this week?
- Whom will I give the second paycheck to this week?
- How can I promote a feeling of autonomy in one employee this week?
- How can I help someone grow this week?
- What can I do to foster team unity?
- Where can I inject some fun this week?
- What do I need to model for my team members this week?

The most important lesson I took from Nine Minutes on Monday is that I need to take the time each week to create a leadership plan and consistently engage my staff. Frequently the daily “fires to put out” and issues to resolve are the foremost on my mind. Having questions that act as rhetorical reminders will be of great benefit.

*Crucial Conversations*, Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler (McGraw-Hill, Second Edition, 2011).  
Report by Katrin Seifert, 2013.

Crucial Conversations is about how to have change-making, life-saving conversations when people disagree, the stakes are high, and the issues are emotional. The authors purport that the risks are too high not to have these conversations, not to speak up when each of us witnesses an infraction. But that it takes skill to have these conversations successfully.

The table below is taken from Chapter 11, with my additions in last column.

Principle	Skill to use	Question to ask yourself	My Take-away message
Start with Heart	Focus on what you want  Refuse the Sucker's Choice	What do I want for me, for others, for relationship? How would I behave if I really wanted this? How should I go about getting what I want and avoiding what I don't want?	Take responsibility for your part (i.e., don't blame others for your problems). Remember that the only person you can control is yourself. Keep your behavior in line with your goals.
Learn to Look	Look for when conversation becomes crucial. Look for safety problems. Know your Style Under Stress.	Am I going to silence or violence? Are others?	Look for signs within yourself that let you know that people don't feel safe. Safe = people feel they can say anything. When people are feeling unsafe, they go into silence (sarcasm, sugarcoat, avoid topic, stop talking) or violence (control, label, attack). Instead of reacting to people's fear-driven behaviors, step back and try to understand them. Be aware of your own typical way of acting under stress.
Make it safe	Apologize when appropriate. Contrast to fix misunderstanding. CRIB to get to mutual purpose.	Why is safety at risk? Have I established a mutual purpose? Am I maintaining mutual respect? What will I do to rebuild safety?	Contrast = say what you don't want/intend AND what you do want/intend. CRIB = verbalize your commitment to find a mutually-acceptable solution; figure out what each person wants and why; look for shared higher-order goals; brainstorm new options that are mutually-acceptable.
Master My Stories	Retrace my path to action. Separate fact from story.	What is my story? What am I pretending not to know about my role in problem?	Take charge of your emotions. Take a good hard look at yourself. Do you typically feel like a) you had no responsibility, b) that it's the other

	Watch for 3 Clever Stories. Tell the rest of the story.	Why would a reasonable and decent person do this? What should I do now to move toward what I really want?	person's fault, or c) that you can't do anything about the situation?
STATE My Path	Share facts, Tell story, Ask others' path, Talk tentatively, Encourage testing	Am I really open to others' views? Am I talking about the real issues? Am I confidently expressing my own views?	Speak to the relevant person. Start with the facts. Realize that others' have valuable input (you don't have the monopoly on the truth). Ask for others' input. Use tentative language.
Explore others' paths	Ask, Mirror, Paraphrase, Prime Agree, Build, Compare	Am I actively exploring others' views?  Am I avoiding unnecessary disagreement?	Be sincerely open to hearing what the other person has to say. Be curious about why they are acting the way they are.
Move to Action	Decide how you'll decide. Document decisions and follow-up.	How will we make decisions? Who will do what by when? How will we follow up?	Who will get a voice in making decision? Will decision be made by command, consult, vote, or consensus?

These authors truly seem to understand human nature and human folly. According to them, crucial conversations are so difficult because humans, under the influence of strong emotions, tend to resort to self-defeating communication patterns. A common misconception that prevents people from pursuing crucial conversations is that we believe we can either speak up and alienate someone or suffer in silence and maintain the relationship. They refer to this as “the fool’s choice” and highlight that, unlike this common fear, it is possible to have a successful crucial conversation when one strikes a balance of both candor and respect. My favorite take-away message from this book is the importance of practicing self-awareness, self-reflection, and taking responsibility for your own actions and contributions to a situation.

*The Anatomy of Peace: Resolving the Heart of Conflict*, The Arbinger Institute (Berrett-Koehler Publishers, Inc., 2008).  
Report by Heather Shull, 2013.

*“Our fate is shaped from within ourselves outward, never from without inward.”*  
--Jacques Lusseyran

Through real-world examples taken from the workplace and personal life, *The Anatomy of Peace* explores the roots of conflict and offers conceptual models that point the way to peace in all of

our interactions. Conflict is inevitable, but many of us systematically misunderstand the causes of conflict and thereby perpetuate the problems plaguing us. The authors argue that we can become agents of change to address conflict only when we begin to live to “help things go right” rather than simply to “correct things that are going wrong.” This idea made me think about how much time and energy I spend trying to fix things that are not going my way, whether at work or at home. *The Anatomy of Peace* states that our “way of being” toward others directly influences the degree to which we can work through conflict with others.

### The Way-of-Being Diagram

#### BEHAVIORS

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#### WAY OF BEING

##### Heart at Peace

Others are PEOPLE:  
Hopes, needs, cares,  
fears as real as my own

##### Heart at War

Others are OBJECTS:  
Obstacles, vehicles,  
Irrelevancies

We are always seeing others as either people or objects. When we see others as people with hopes, needs, and fears as real as our own, our heart is at peace. When we see others as objects or obstacles, our heart is at war. When our hearts are at war, we cannot see clearly. In other words, when our hearts are at war toward another person, we cannot consider their perspectives or opinions enough to be able to find a solution to the existing conflict. The authors argue that most problems in the world are not failures of strategy but failures of way of being – we generally respond to others’ way of being toward us rather than to their specific actions or words. So how do our hearts find their way to war? The authors state that it comes from choices we make – we invite our heart to go to war when we see others as objects and betray our own sense of what is right in any given situation.

### The Choice Diagram

Sense/Desire

#### CHOICE

Honor the sense

Betray the sense

#### My Heart Goes to War

There are four “boxes” that we can be in whenever our heart is at war toward another person. We use these boxes to feel justified in our actions toward another.

- **The Better-Than Box:** View yourself as superior, important, and virtuous/right. View others as inferior, incapable/irrelevant and false/wrong. Feel impatient, disdainful and indifferent. View world as competitive and troubled.

- **The I-Deserve Box:** View yourself as meritorious, mistreated/victimized and unappreciated. View others as mistaken, mistreating and ungrateful. Feel entitled, deprived and resentful. View world as unfair and unjust.
- **The Must-Be Seen Box:** View yourself as needing to be well thought of and fake. View others as judgmental and threatening. Feel anxious/afraid, needy/stressed and overwhelmed. View world as dangerous, watching and judging.
- **The Worse-Than Box:** View yourself as not as good, broken/deficient and fated. View others as advantaged, privileged and blessed. Feel helpless, jealous/bitter and depressed. View world as hard/difficult.

*The Anatomy of Peace* suggests following these **four steps to recover inner clarity and peace:**

- 1) Get out of the box – look for signs/symptoms of the box (e.g., blame, justification, common box styles)
- 2) Find an out-of-the-box place (e.g., relationships, memories, activities that were never confined to a box)
- 3) Ponder the current situation/conflict anew from this out-of-the-box perspective
- 4) Stay out of the box by acting upon what is discovered – do what you feel is right (honor your sense)

The final gem offered by this book is the **Peacemaking Pyramid** – a visual model that demonstrates the ways to “help things go right.” Much like the old food pyramid, the levels are divided by the relative time you should spend doing the particular activities. Most time should be spent on the lower levels of the pyramid. The solution to a problem at one level of the pyramid is always below that level on the pyramid. Ultimately, the authors argue that our effectiveness at each level of the Peacemaking Pyramid depends on the deepest level: our way of being.

Correct  
Teach and Communicate  
Listen and Learn  
Build the Relationship  
Build Relationships with Others Who Have Influence  
Get Out of the Box/Obtain a Heart at Peace

***High Output Management***, Andrew S. Grove (Vintage Books, 1995).  
Report by Kristine Tenorio, 2013.

*High Output Management*, is written by Andrew S. Grove who cofounded America’s leading manufacturer of computer chips, Intel Corporation. He served as president and CEO of the company for more than twenty years. He was born in Hungary and immigrated to the United States where he received a degree in chemical engineering. He was an entirely self-taught manager who became known as a pioneer of management by objective.

I chose this book because it speaks to the middle manager and relates management as a team game. In the beginning, Grove focuses on production methods, measuring quality, and measuring output within an organization. He does an excellent job correlating his own experience in the semiconductor industry to one that is easily understood by most people, the restaurant business.

He discusses productivity as the output divided by the labor required to generate the output. One way to increase the productivity of an organization is to do whatever we are doing faster or harder. A second way is to work smarter not harder. This leads into the concept of leverage which is the output generated by a specific type of work activity. An activity with high leverage will generate a high level of output. There is also a third way to increase productivity and that is through work simplification. This is done by analyzing the workflow or methods and critically questioning why each step is performed. Many steps may exist in the workflow for no good reason, maybe due to tradition or because of formal procedure. No matter the reasons, throw out those that common sense says you can do without.

Grove mentions a conversation he once had with middle managers when he posed the question “what is a manager’s output?” The responses were “judgments and opinions, direction, allocation of resources, mistakes detected, personnel trained, and subordinates developed, courses taught, products planned, and commitments negotiated.” He points out that all of these things are activities or descriptions of what managers do. A manager’s output is the output of his/her organization and the output of the neighboring organizations under his/her influence. In any organization this represents work done by teams.

This resonated with me because as a middle manager and a member of many different teams, it is easy to place more emphasis on the importance of daily tasks, losing sight of the big picture and the impact you have on the organization as a whole. The reading reminded me of the importance of maintaining focus in spite of the daily chaos. Grove discusses several other topics that I found interesting such as how managers should spend their time, the importance of conducting one on ones with subordinates, how to hire, coach, and provide feedback to build teams.

One topic that I found intriguing was how to elicit peak performance from subordinates through motivation. I work in an environment where monetary incentives are unavailable as a source of motivating employees. Grove discusses the idea that motivation is closely tied to Maslow’s hierarchy of needs. These needs cause a person to have drives, which in turn results in motivation. Within this hierarchy of needs, when a lower need is satisfied, one higher takes over. Self-actualization is at the top of the hierarchy and is believed to motivate people to ever-higher levels of performance. When an individual’s need to stretch or push ahead is not spontaneous, it is the job of management to create an environment to foster it. This goes along with the culture that he has created within his company that is results driven with measurable outputs.

Overall, this was an interesting perspective of management. The concepts presented can be applied in any organization not just the semiconductor industry. I think the book provides a good foundation to build the knowledge and skills needed for leadership and management.

*SWITCH: How to Change things when Change is Hard*, Chip Heath, Dan Heath (Broadway Books, 2010).

Report by Anne Timmins, 2013.

Being effective both in our work environment and our home environment involves making change happen, and sometimes it can help us to understand HOW. Using many examples from different settings including healthcare and business, the authors validated some things that I think I knew, gave me a slightly different perspective on why people behave the way they do and certainly motivated me to think differently when change is difficult.

All of the stories and research are contained within a framework that attempts to describe the emotional side and the rational side of our minds as an elephant and a rider. Perched on top of the elephant (emotional side) is the rider (rational side) holding the reins and trying to be the leader even though he is small relative to the elephant.

To make a switch there are three things to keep in mind:

1. Direct the rider – help the rational side of our brains to succeed by:

- Following the bright spots – not always instinctive but someone somewhere is doing this thing well – focus on them
- Scripting the critical moves – change creates choices for people which often means paralysis in decision making. This was one of my favorite examples – an award winning teacher in a tough school teaching first graders decided not to write a paragraph of specific goals, useless to the kids, but simply said “by the end of this school year you will be third graders!”
- Pointing to the destination – we all need to know where we are going and why it’s worth it. This is so important always to keep in mind.

2. Motivate the elephant – reach the emotional side of our brains by:

- Finding the feeling – this one made sense to me – instead of giving the board an analysis of the money wasted on different types of gloves in a factory, a manager brought in all the gloves and piled them on the table, a “wow” factor...
- Shrinking the change – break things down into manageable parts – a common obstacle
- Growing your people – an important leadership concept similar to “enabling others to act.”

3. Shape the path – clear the way for people, make it easier by:

- Tweaking the environment – this one feels like “hard stops” or forced functions in systems – forcing behavior to change
- Building habits – action triggers are useful – “when I drop Joe off at school I’ll go straight to the gym” and build instant habits. Checklists are what I teach at work for hospitals to build habits – when used correctly they work
- Rallying the herd – again this is part of my every day work – how do we spread good behavior/best practices? Networking, diffusion, all important public health concepts

Overall, this book helped me to grasp change behavior in a clear and sensible way. Why do some people fear trying something new? Clearly, good managers and leaders can shape their organizations by understanding all of these little pieces and use them to overcome obstacles.

*Leading Change*, John P. Kotter (Harvard Business School Press, 1996).  
Report by Kirsten Wall, 2013.

Leading Change presents an 8-step process for managing change in organizations. It presents the steps in clear language and explains what you need to keep as a foundation in enacting change to be successful and potential pitfalls that can happen at any stage of change. It explains that each step is necessary and that skipping a step can be devastating. The 8 steps to the process include:

- 1) Establishing a sense of urgency: Help others see the need for change and they will be convinced of the importance of acting immediately
- 2) Creating a guiding coalition: Assemble a group with enough power to lead the change effort, and encourage the group to work as a team
- 3) Developing a vision and strategy: Create a vision to help direct the change effort, and develop strategies for achieving that vision.
- 4) Communicating a change vision: Make sure as many as possible understand and accept the vision and the strategy (buy-in)
- 5) Empowering employees for broad-based action: Remove obstacles to change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions.
- 6) Generating short-term wins: Plan for achievements that can easily be made visible, follow-through with those achievements and recognize and reward employees who were involved.
- 7) Consolidating gains and producing more change: Use increased credibility to change systems, structures, and policies that don't fit the vision, also hire, promote, and develop employees who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents.
- 8) Anchoring new approaches in the culture: Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

About 2 months ago, I accepted a position as the Patient-Centered Medical Home (PCMH) Manager with Boulder Community Hospital Physician Clinics. In this position, I am managing the process of transforming 13 primary care clinics with 55 providers (MDs, DO, NPs, and PAs) into the PCMH model of delivering health care. Some of the clinics are embracing the change, or are already practicing part of the components of the PCMH model, while other clinics are more wary of the change.

This book was recommended to help guide me through this process as it will require major changes by all staff. The relevance of this book became even more apparent to me as we have a very experienced LEAN consultant helping us with the big picture in this change, and last week he quoted John Kotter. I spoke with him about this after our session, and he confirmed that he is integrating the principles for Leading Change into guiding the organization in this change. To

this end, I have recommended that the Chief Operating Officer and the Chief Medical Officer read this book, and they plan to as soon as I return from RIHEL.

***The Leader's Way***, The Dalai Lama, Laurens van den Muyzenberg (Crown Business, 2009).  
Report by Lisa Waugh, 2013.

**Summary:** I chose this book because of an interest in understanding the movement referred to as “contemplative leadership”. Crossing various wisdom traditions, this movement studies and promotes ethical leadership, connecting leaders and leadership to underlying social values and spiritual precepts. Focusing primarily on Buddhist teachings, I chose this book because it outlines the Dalai Lama’s perspective on contemplative leadership, and provides an overview of his guidance to modern leaders.

While the book focuses more on the private sector, it has valuable lessons for leaders in the public sector – including:

- I. Leading yourself
- II. Leading your organization
- III. Leading in an interconnected world

**Leading yourself:**

*“The best way for a ruler to reign over his country is first of all to rule himself.”*

One of the fundamental precepts of contemplative leadership is that effective leaders are themselves guided internally by a solid grounding in an ethical or spiritual perspective. The book outlines the details of the Buddhist dharma, and the eight-fold path, including right livelihood, mindfulness, and training the mind to manage emotions.

**Leading your organization:**

*“It is the task of the leader to create a company with a strong and warm heart and to see things as they really are.”*

The leadership tasks are outlined, including defining the purpose of the organization, and establishing values. The Dalai Lama goes into a long description of the Buddhist understanding of “profit” and “wealth”, differing from the capitalist perspective by emphasizing that consumption and the accumulation of wealth can often lead to basic suffering (of self and others). To create a system that exploits an underclass is inherently wrong, from a Buddhist perspective.

**Leading in an interconnected world:**

*“Leadership that acknowledges universal responsibility is the real key to overcoming the world’s problems.”*

The book outlines some of the challenges of working with globalization, and globally integrated organizations... maximizing diversity and emphasizing environmental stewardship.

The book was a valuable read – it was too focused on business, entrepreneurship, profit, and competition for me. I would have preferred guidance on establishing a contemplative perspective on the challenges of the public sector. But this is the first book, and just the beginning of my exploration of contemplative leadership – I’ll keep reading.

*Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*, Diana Whitney, Amanda Trosten-Bloom, Kae Rader (McGraw-Hill, 2010).

Report by Perdita Wexler, 2013.

This book was a pleasure to read because it was laid out thoughtfully and had some very interesting notions on leadership. Some of the features I most appreciated were the pause buttons scattered throughout the book and the summaries at the end of each chapter. The pause buttons gave me an opportunity to stop and reflect on key questions. Here is an example: Take time now to reflect. How inclusive, open and accepting of all people is your inner dialogue? When you talk to yourself about other people, are you accepting? Are you judging and blaming? Do you consider people problems to be solved? Or do you reflect and wonder about strengths and seeds of potential?

Each chapter ended with a summary of key practices from the chapter as well as additional resources. This is a nice way to list resources, instead of locating them at the back of the book where I know I so seldom look.

The book is built around these five core strategies:

1. Inquiry: Leading with positively powerful questions
2. Illumination: Bringing out the best in people and situations
3. Inclusion: Engaging with others to co-create the future
4. Inspiration: Awakening the creative spirit
5. Integrity: Making choices for the good of the whole

The Wisdom of Inquiry chapter focused on creating a culture of inquiry. This is done on a personal level by increasing listening and decreasing your talking as well as practicing The Flip. The Flip is a way to turn critical comments, frustrating issues and problems into affirmative questions. There are three steps to The Flip:

1. When presented with a complaint or problem, listen carefully. Repeat what was said to be sure both that you understand it and that the other person feels heard.
2. Ask, "What is it that you really want? I understand that you are not happy with the way things are, but tell me what is it that you want instead?"
3. Reflect what you heard - The Flip. Describe what the person really wants in a two or three word phrase - an affirmative topic.
4. Team or group level practices are engaging in team inquiry and preparing success-oriented status reports that focus on what is going well.

**The Art of Illumination:** Bringing out the Best of People and Situations focuses on creating a positive emotional environment. This can be done on a personal level through positive self-talk, on a one-on-one basis through appreciative coaching and strengths spotting. By asking for and listening to stories you can figure out an individual's strengths. Strengths spotting gives you the

information that you need to assign work, align strengths and build strong teams. By seeing, hearing and describing strengths, you validate people, give them self-confidence and offer up new and better ways for them to see themselves. Appreciative coaching is a relational process in which the coach leads by shining the light on the person being coached. Doing appreciative check-ins and root causes of success analyses helps to build a positive emotional environment. This nurtures innovation and high performance.

**The Genius of Inclusion:** Engaging with People to Cocreate the Future describes the process of working together for change. Inclusion is seen as the only way to unleash the power of today's multicultural workforce. All the people who are impacted by the decisions must be included in the process of deciding. A tool for doing this are Appreciative Inquiry Summits. They are a two- to four-day process that brings all of an organization's stakeholders together to 1) discover their collective core competencies; 2) envision opportunities for positive change, 3) design the desired changes into the organization's systems and 4) implement and sustain the changes.

**The Courage of Inspiration:** Awakening the Creative Spirit talked about organizing to a life-affirming purpose. Key practices included choosing to be positive, being generous with appreciation, sharing hopes and dreams for the future, fostering hope by planning the path forward and re-enchanting the workplace. Reenchantment of work so that people's work provides for their basic needs and enables them to feel proud of their contributions to the well-being of the whole.

Engaging in conscious decision making, empowering principled performance, fostering right relationships, making the most of mistakes, and working in service to the whole are all key practices on The Path of Integrity: Making Choices for the Good of the Whole. Empowering principled performance involves aligning principles, communication and performance - walking your talk. Fostering right relationships means understanding that we live in an interconnected world. Appreciative leaders nurture the bonds of relatedness by acting appropriately to the time and situation. They believe in the essential goodness of people and they are willing to relate to them in ways that generate joy, happiness and well-being for all.

The goal of Appreciative Leadership is mobilizing creative potential and turning it into positive power and performance, making a positive difference in the world and leaving a positive legacy. The Appreciative Leadership approach excited me as I could see how applicable it is to the work I am currently engaged in doing around building community.

***Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT***, Paul L. Marciano (McGraw-Hill, 2010).

Report by Cindy Wike, 2013.

**Why Trying to Motivate Employees Does NOT Work:** Attempts to motivate employees through rewards and recognition programs is actually counterproductive to building collaborating teams. Rewards and recognition programs continually reward the small percent of top performers. Generally the top performers are already engaged employees. This becomes

demotivating and demoralizing to the rest of the employees, and can actually create a decrease in work performance.

Motivational strategies also only tend to motivate employees in the short term (while the carrot is being dangled), and fail to produce long term changes in employees behavior or productivity. Additionally, motivational techniques often create a competitive work atmosphere instead of a collaborative working environment. Especially in tough economic times, when resources are tight and people begin to feel like their job security may be threatened, employees become much less concerned with achievement or affiliation, and team work tends to break down.

**Engagement:** “Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences his/her to apply additional discretionary effort to his/her work.” Building an environment where employees are engaged in their jobs, proud of their work, and feel like respected participants in a team effort is the key to maximizing human capital within an organization. The age of employees being loyal to their companies and companies being loyal to their employees is coming to an end, and with that the need to find ways to keep employees engaged becomes critical. Research has shown that the following areas are affected negatively when employees are not engaged: retention and turnover, productivity, profitability, absenteeism, number of OTJ accidents and cost of individual safety accidents, and EEOC complaints.

**Accountability:** Accountability is one of the most important concepts in fostering engaged employees. Holding non-performing employees accountable shows all employees that you respect them and their work efforts. When employees are not held accountable for bad behavior or poor work performance, morale breaks down amongst the rest of the employees, and this affects overall work performance.

**The RESPECT Model:** Research has shown that there are five areas in the circle of respect in which employees can feel either respected or disrespected. These five areas are:

- 1) The ORGANIZATION - is it a place that people are proud to say they work for?
- 2) The LEADERSHIP – is the immediate supervisor a good decision maker, competent, ethical, and fair?
- 3) The TEAM MEMBERS – are the co-workers competent, honest, supportive, cooperative and do they pull their own weight?
- 4) The WORK – is it challenging, rewarding, and interesting?
- 5) The INDIVIDUAL – does the employee feel respected by the organization, supervisor, and co-workers?

The RESPECT Model looks at each aspect of what is needed to help employees become and stay engaged with their work. For each subject the author provides many simple strategies and action plans than leaders can use as tools to cultivate employee engagement. These elements are listed below:

- RECOGNITION and acknowledgment of employee's contributions.

- EMPOWERMENT via tool, resources, and information that set employees up to succeed.
- SUPPORTIVE FEEDBACK through ongoing performance coaching and mentoring.
- PARTNERING to encourage and foster collaborative working relationships.
- EXPECTATIONS that set clear, challenging, and attainable performing goals.
- CONSIDERATION that lets employees know that they are cared about.
- TRUST in your employees' abilities, skills, and judgment.

Trust is the cornerstone for this model to work. Without trust the other goals cannot be accomplished. Trust must be the first issue addressed and rebuilt in an already dysfunctional workforce.