

# Organizational and Management Skills

## **Keeping Good People: Strategies for Solving the Dilemma of the Decade; Herman, Roger E.**

- **Description:** Here's a book that draws on more than 125 innovative and successful strategies currently being used by businesses across America - strategies that address the strongest concerns of today's employees, including: opportunities for professional and personal growth, a comfortable, healthy workplace, increased freedom and flexibility on the job, benefits that meet today's needs, a reduction in reporting requirements, paperwork and bureaucratic red tape, and much more.
- **Category:** organizational and management skills

## **If Disney Ran Your Hospital: 9 ½ Things You Would Do Differently; Lee, Fred.**

- **Description:** Focuses on the similarities between Disney and hospitals - both provide an "experience," not just a service. It shows how hospitals can emulate the strategies that earn Disney the trust and loyalty of their guests and employees. The book explains why standard service excellence initiatives in healthcare have not led to high patient satisfaction and loyalty.
- **Submitted:** 2/5/2011
- **Category:** Success of organizations

## **The Charismatic Organization- 8 Ways to Grow; Sagawa, Shirley & Jospin, Deborah**

- **Description:** The authors offer a framework that allows organizations to go beyond quick fixes and fundraising strategies to a broader paradigm that encompasses community and organization building. What if every person involved with an organization was fully engaged and shared a common goal? What if the efforts of a relatively small ring of staff and board members were amplified by everyone touched by the organization, including current and former volunteers, staff, board members, clients, constituents, funders and supporters? That, the authors show, is the way a charismatic organization operates. The book provides numerous examples of how successful organizations have made this shift, as well as action steps that all organizations can take to perform better.
- **Submitted:** 2/11/2011
- **Category:** Success of an Organization

## **Parliamentary Procedure- A Simplified Guide, Abelson, Sigmund H.**

- **Description:** Provides common rules and procedures based on Robert's Rules of Order for deliberation and debate in order to conduct meetings of membership. This guide is presented and used by the California Dental Association House of Delegates Meetings.
- **Submitted:** 2/5/2011
- **Category:** Governance, Rules of Order

## **California Government and Politics Today; Field, Mona**

- **Description:** Updated in a new 13th edition, this book offers a unique insider's view that engages and informs. Written by elected official Mona Field, this book blends political data with economic, cultural, and demographic trends, and provides clear and succinct coverage of California's government. Unlike other books in its field this book presents two contrasting viewpoints on important political issues facing the state, and poses questions to spark conversation and encourage critical thinking. It also provides insight into the unique political structures and processes of California by comparing them to the federal system, other states, and other nations.
- **Submitted:** 2/5/2011
- **Category:** Governance

## **The Policy Governance Model and the Role of the Board Member, A Carver Governance Guide, Volume 1, Revised and Updated Edition; Carver, John & Carver, Miriam.**

- **Description:** Policy Governance enables a board to fulfill its accountability to its organization's "owners," the association members. Policy Governance addresses the board's engagement in financial, programmatic, and personnel matters; roles of officers and committees; reporting and evaluation; agendas; and other aspects of the board job. This guide details members' main tasks and presents the guidelines needed to transform a board into an effective group that consistently leads powerfully. The Policy Governance model is based on the functions rather than the structure of a governing board. It outlines commonsense principles about governing that fit together into an entire system. The practices of the Policy Governance board, which are consistent with the principles, allow it to control without meddling, focus on long-term organizational outputs, powerfully delegate to a CEO and staff, and discharge its fiduciary responsibility in a visionary, strategic manner. Because the model is a total system, the Carver Policy Governance Guide series offers boards a complete set of principles for fulfilling their various obligations.
- **Submitted:** 2/11/2011
- **Category:** Governance

## **The Charismatic Organization- 8 Ways to Grow; Sagawa, Shirley & Jospin, Deborah.**

- **Description:** In today's interdependent world, nonprofit organizations have more opportunity than ever before to make a difference in people's lives. The authors offer a framework that allows organizations to go beyond quick fixes to a broader paradigm that encompasses community and organization building. What if every person involved with an organization was fully engaged and shared a common goal? What if the efforts of a relatively small ring of staff and board members were amplified by everyone touched by the organization, including current and former volunteers, staff, board members, clients, constituents, funders and supporters? That is the way a charismatic organization operates.
- **Submitted:** 2/11/2011
- **Category:** Success of an Organization

## **Boards that Make a Difference: A New Design for Leadership in Non-profit and Public Organizations; Carver, John**

- **Description:** Effective governance offers an empowering and fundamental redesign of the board role and emphasizes values, vision, empowerment of both the board and staff, and strategic ability to lead leaders. Policy Governance gives board members and staff a new approach to board job design, board-staff relationships, the role of the chief executive, performance monitoring, and virtually every aspect of the board-management relationship. This latest edition includes explanatory diagrams and contains illustrative examples of Policy Governance model policies that have been created by real-world organizations. In addition, this third edition of Boards That Make a Difference includes a new chapter on model criticisms and the challenges of governance research.
- **Submitted:** 2/11/2011
- **Category:** Governance, Personality Traits, Teambuilding and Teamwork

### **Time Management: Increase your Personal Productiveness and Effectiveness; Harvard Business Essentials**

- **Description:** Time is the one thing no manager has enough of. Through goal-setting, prioritizing, delegation, and other proven techniques, this guide helps managers maximize their personal productivity and their impact within their organization.
- Category: Time Management

### **Getting Things Done: The ABC's of Time Management; Bliss, Edwin C.**

- **Description:** A guide to time management, which aims to show the reader how to set goals and deadlines, establish priorities, and delegate responsibility. The book is intended for those who feel that time at home and at the office could be better managed.
- Submitted: 2/11/2011
- Category: Time Management, Teambuilding and Teamwork

### **Blink; Gladwell, Malcom**

- **Description:** *Blink* is about the first two seconds of looking--the decisive glance that knows in an instant. Gladwell campaigns for snap judgments and mind reading with a gift for translating research into splendid storytelling. Building his case with scenes from a marriage, heart attack triage, speed dating, choking on the golf course, selling cars, and military maneuvers, he persuades readers to think small and focus on the meaning of "thin slices" of behavior. The key is to rely on our "adaptive unconscious"--a 24/7 mental valet--that provides us with instant and sophisticated information to warn of danger, read a stranger, or react to a new idea. Gladwell includes caveats about leaping to conclusions: marketers can manipulate our first impressions, high arousal moments make us "mind blind," focusing on the wrong cue leaves us vulnerable to "the Warren Harding Effect" (i.e., voting for a handsome but hapless president). In a provocative chapter that exposes the "dark side of blink," he illuminates the failure of rapid cognition in the tragic stakeout and murder of Amadou Diallo in the Bronx. He underlines studies about autism, facial reading and cardio uptick to urge training that enhances high-stakes decision-making.
- Category: Time Management, Personality

### **The 80/20 Principle: The Secret to Achieving More with Less; Koch, Richard**

- **Description:** In 1897, Italian economist Vilfredo Pareto, in his study of the patterns of wealth and income, observed that the distribution of wealth was predictably unbalanced. He first discovered this pattern in 19th-century England and found it to be the same for every country and time period he studied. Over the years, Pareto's observation has become known as the 80/20 principle. Now in 1998, Richard Koch takes a fresh look at the 80/20 principle and finds that the basic imbalance observed by Pareto 100 years ago can be found in almost every aspect of modern life. Whether you're investing in stocks, analyzing company sales, or looking at the performance of a Web site, you'll find that it's usually 20 percent that produces 80 percent of the total result. This means 80 percent of what you do may not count for much. Koch helps you to identify that 20 percent and shows you how you can get more out of your business, and life, for less.
- Category: Time Management

### **"Leading Change: Why Transformation Efforts Fail"; Kotter, John. (Harvard Business Review. March-April 1995. Reprint 95204)**

- **Description:** The book is split up into three parts. In the first part - The Change Problem and Its Solution - Kotter discusses the eight main reasons why in many situations the improvements have been disappointing, with wasted resources and burned-out, scared, or frustrated employees. Each of these eight errors are discussed in detail, using simple, clear examples. "Making any of the eight errors in common to transformation efforts can have serious consequences." But Kotter argues that these errors are not inevitable. And this is why Kotter has written this book. "The key lies in understanding why organizations resist needed change, what exactly is the multistage process that can overcome destructive inertia, and, most of all, how the leadership that is required to drive that process in a socially healthy way means more than good management." Kotter believes that organizations can implement change successfully. "The methods used in successful transformations are all based on one fundamental insight: that major change will not happen easily for a long list of reasons." Kotter introduces an eight-stage process for creating major change.
- Category: Organizational and Management skills

### **"What is Strategy?," Porter, Michael (Harvard Business Review. Nov-Dec. 1996. Reprint 96608)**

- **Description:** Porter's thinking on strategy has been supported by precision research into industries and companies, and has remained consistent as well as developmental. He has concentrated on different aspects at different times, spinning the threads together with a logic that is irrefutable. Before Competitive Strategy, most strategic thinking focused either on the organization of a company's internal resources and their adaptation to meet particular circumstances in the marketplace, or on increasing an organization's competitiveness by lowering prices to increase market share. These approaches, derived from the work of Igor Ansoff, were bundled into systems or processes which provided strategy with its place in the organization. In Competitive Strategy, Porter managed to reconcile these approaches, providing management with a fresh way of looking at strategy - from the point of view of industry itself rather than just from the point of view of markets, or of organizational capabilities.
- Category: Organizational and Management skills

### **"How Market Leaders Keep their Edge," Treacy, Michael, Fortune. Feb 6, 1995.**

- **Description:** How successful companies must find the unique value that they alone can deliver to a chosen market. Three distinct value disciplines operational excellence, product leadership and value disciplines.
- Category: Organizational and management skills

## **Leading the Revolution; Hamel, Gary**

- **Description:** So much for the old economy, new economy divide. According to Gary Hamel, the professor-turned-strategy-guru author of *Leading the Revolution*, complacent establishment giants and one-strategy start-ups are on the same side of the fence--the wrong side. Corporate complacency and single-strategy business plans leave no room for what Hamel describes as the key to thriving in today's world of business: a deeply embedded capability for continual, radical innovation. *Leading the Revolution* is not a calm analysis of what will or won't work in a post-industrial world. Instead, it's an impassioned call for revolutionary activists to shake the foundations of their companies' beliefs and move from a linear age of getting better, smarter, and faster, to a nonlinear age of becoming *different*. While in the past incremental improvements in products and services were accepted as good enough, Hamel shows that true innovation is the demolition and re-creation of an entire business concept. He blows apart the popular myth that innovation lies solely in the hands of dot.com dynamos like AOL and Amazon by scrutinizing the examples of such "gray-haired revolutionaries" as Enron and Charles Schwab, companies that have managed to reinvent both themselves and their entire industries, time and again.
- **Category:** Organizational and Management Skills

## **Good to Great: Why Some Companies Make the Leap...and Other's Don't; Collins, Jim.**

- **Description:** Five years ago, Jim Collins asked the question, "Can a good company become a great company and if so, how?" Collins and his team of researchers sorted through a list of 1,435 companies, looking for those that made substantial improvements in their performance over time. They finally settled on 11--including Fannie Mae, Gillette, Walgreens, and Wells Fargo--and discovered common traits that challenged many of the conventional notions of corporate success. Making the transition from good to great doesn't require a high-profile CEO, the latest technology, innovative change management, or even a fine-tuned business strategy. At the heart of those rare and truly great companies was a corporate culture that rigorously found and promoted disciplined people to think and act in a disciplined manner. Peppered with dozens of stories and examples from the great and not so great, the book offers a well-reasoned road map to excellence that any organization would do well to consider.
- **Category:** Organizational and Management Skills

## **Organizational Behavior; Robbins, Stephens**

- **Description:** This book prepares readers to explain and predict behavior in organizations at three levels--the individual, the group, and the organization system. The book features examples, case applications, skill-building modules, "Ethical" Dilemma exercises, "Myth or Science?" boxes, and more. Topics covered include organizational behavior, organizational psychology, and human relations.
- **Category:** Organizational and Management Skills

## **Now, Discover Your Strengths; Buckingham, Marcus and Clifton, Donald.**

- **Description:** The premise of this new management study is that the most effective method for motivating people is to build on their strengths rather than correcting their weaknesses. The authors, researchers at the Gallup Organization, have analyzed results of interviews conducted by Gallup of over 1.7 million employees from 101 companies and representing 63 countries. When asked, only 20 percent of these employees stated that they were using their strengths everyday. So that they can take a test revealing their strengths, readers are given access to the StrengthsFinder web site and a special ID number; once they learn their profile, they can read the analysis in the book. A description of each type is included, together with case studies, and managers are shown how to handle various types. This book offers a unique perspective on successful management strategy and developing employees' strengths
- **Category:** Organizational and Management Skills, Team Building Skills, Personality

## **First, Break All the Rules: What the World's Greatest Managers Do Differently, Buckingham, Marcus and Coffman, Curt.**

- **Description:** The authors, both management consultants for the Gallup Organization, debunk some dearly held notions about management, such as "treat people as you like to be treated"; "people are capable of almost anything"; and "a manager's role is diminishing in today's economy." The authors have culled their observations from more than 80,000 interviews conducted by Gallup during the past 25 years. Quoting leaders such as basketball coach Phil Jackson, they outline "four keys" to becoming an excellent manager: Finding the right fit for employees, focusing on strengths of employees, defining the right results, and selecting staff for talent--not just knowledge and skills. The book offers specific techniques for helping people perform better on the job. For instance, the authors show ways to structure a trial period for a new worker and how to create a pay plan that rewards people for their expertise instead of how fast they climb the company ladder. The book concludes with suggestions on how to become a great manager, including ideas for interviewing for talent, how to develop a performance management routine, and how to get the best performance from talented employees.
- **Category:** Management skills

# Leadership and Team Building Skills

“Harnessing the Science of Persuasion,” Cialdini, Robert. HBV, Oct 2001. Reprint R0109D

- **Description:** If leadership, at its most basic, consists of getting things done through others, then persuasion is one of the leader's essential tools. Over the past several decades, experimental psychologists have learned which methods reliably lead people to concede, comply, or change. Their research shows that persuasion is governed by several principles that can be taught and applied. The first principle is that people are more likely to follow someone who is similar to them than someone who is not. Second, people are more willing to cooperate with those who are not only like them but who like them, as well. Third, experiments confirm the intuitive truth that people tend to treat you the way you treat them. Fourth, individuals are more likely to keep promises they make voluntarily and explicitly. Fifth, studies show that people really do defer to experts. Finally, people want more of a commodity when it's scarce; it follows, then, that exclusive information is more persuasive than widely available data.
- **Category:** Leadership and Team Building Skills

**Carolyn 101: Business Lessons from the Apprentice's Straight Shooter; Kepcher, Carolyn.**

- **Description:** This book shares with the reader a young woman's experience on how she rose to the top of management by using her insight, potential, and work ethic. She had a great mentor, Donald Trump. She believes in leading by example, and one of the best ways to understand career success is to look carefully at the people who have achieved it.
- **Submitted:** 2/5/2011
- **Category:** Women executives/women in leadership

**Inspire, What Great Leaders Do; Secretan, Lance.**

- **Description:** A top business consultant and speaker lights the path to a positive, productive work environment. What do the best leaders do to achieve greatness in the modern workplace that is muddled by fear, pressure for productivity, overwork? Inspire! Offers business leaders a clear vision of what a positive, productive, inspiring organization looks like in these challenging and chaotic times, and how to get there. The key to extraordinary long-term performance lies in a transformational commitment to inspiring people rather than motivating them. Six essential values form the foundation of positive, productive, and profitable organizations and a meaningful and fulfilling life—courage to begin the transformation; authenticity that lets people contribute all of themselves and excel; service that fosters a spirit of cooperation; truth-telling that builds trust and loyalty; love for others that leads to inspired results; and effectiveness, the attainment of results. Shows leaders in any organization how to foster these essential values that lead to personal and organizational greatness.
- **Submitted:** 2/5/2011
- **Category:** Leadership skills, Success of organizations

**The One Minute Manager; Blanchard, K & Johnson, Spencer**

- **Description:** *The One Minute Manager* is a concise, easily read story that reveals three very practical secrets: One Minute Goals, One Minute Praisings, and One Minute Reprimands. The book presents several studies in medicine and the behavioral sciences that clearly explain why these apparently simple methods work so well with so many people. By the book's end you will know how to apply them to your own situation and enjoy the benefits.
- **Submitted:** 2/5/2011
- **Category:** Leadership skills, Communication skills

**The 7 Habits of Highly Effective People; Covey, Stephen R.**

- **Description:** Stephen Covey, realizes that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges. Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"—a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting. This isn't a quick-tips-start-tomorrow kind of book. The concepts are sometimes intricate, and you'll want to study this book, not skim it. When you finish, you'll probably have Post-it notes or hand-written annotations in every chapter, and you'll feel like you've taken a powerful seminar by Covey.
- **Submitted:** 2/5/2011
- **Category:** Leadership skills, communication skills, time management
- **Specific references:** p. 216-182; "Four Generations of Time Management"

**The 8<sup>th</sup> Habit; Covey, Stephen R.**

- **Description:** The bulk of the book details how, after finding your own voice, you can inspire others and create a workplace where people feel engaged. This includes establishing trust, searching for third alternatives (not a compromise between your way and my way, but a third, better way) and developing a shared vision. This book isn't easy going; less business jargon and more practical examples would have made this livelier and more helpful. But if organizations operated with Covey's ideas—and ideals—most people would undoubtedly find work much more satisfying.
- **Submitted:** 2/5/2011
- **Category:** Leadership skills, communication skills

**Leader Effectiveness Training; Gordan, T.**

- **Description:** Armed with **Leader Effectiveness Training (L.E.T.)** skills, people work *with* you, not just for you. **L.E.T.** has changed countless corporations and private businesses with its down-to-earth communication and conflict-resolution skills. L.E.T. provides specific skills so you can:
  - Resolve conflicts between the needs of individuals and organizations.
  - Motivate your group members to work independently and responsibly.
  - Evaluate the performance of others (or deal with their unacceptable behavior) without creating resentment or damaging self-esteem.
  - Make meetings more productive, move from talk to action, speed up decision-making, and guarantee follow-through.
  - Promote teamwork; draw creative ideas from group members, and resolve stalemates.
  - Decrease power struggles and increase your influence with your superiors.
- **Specific references:**
  - P.118-142; Meeting: Types; Information Problem Solving; Making meetings productive; Agenda, minutes, follow-up
  - P.136; Inexperienced participants; responsibilities of members before meetings; Review agenda; Review past minutes
  - P.137; Effective participation at meetings; Guidelines for participating
  - P. 143-173; Conflict resolution skills
  - P.5; Characteristics of a leader
  - P.75-91; Use of listening skills

- Submitted: 2/5/2011
- Category: Leadership skills, communication skills

**Negotiating Skills for Managers; Cohen, S.**

- **Description:** *Negotiating Skills for Managers* provides the tools you need to understand and prepare for each negotiation, along with proven methods to subtly and skillfully guide it to a successful conclusion. How to negotiate with tact and skill, accomplishing your own personal and organizational objectives while creating non-adversarial agreements that will stand the test of time and the destructive pressures of the marketplace. Discover each party's hot button issues, and ensure they are addressed and satisfied. Overcome cultural barriers to develop understanding and agreement between parties. Includes procedures, techniques, and tactics you can use in your next negotiation
- Submitted: 2/5/2011
- Category: Success of organizations, Leadership skills

**The Psychology of Leadership- New Perspectives and Research; Messnick, David and Kramer, Roderick**

- **Description:** In this book, some of the world's leading scholars come together to describe their thinking and research on the topic of the psychology of leadership. The contributions span traditional social psychological areas, as well as organizational theory; examining leadership as a psychological process and as afforded by organizational constraints and opportunities. What are the personal characteristics of leaders? What is the nature of the relation between leaders and followers? Why do we perceive some people to be better leaders than others? What are the circumstances that evoke leadership qualities in people? Can leadership be taught? The contributions to this book examine these important questions and fall into three categories: conceptions of leadership, factors that influence the effectiveness of leadership, and the consequences and effects of leadership on the leader. All in all, the chapters of this volume display part of a broad spectrum of novel and important approaches to the study of the psychology of leadership.
- Submitted: 2/5/2011
- Category: Personality Traits, Leadership Skills

**The Top 10 Mistakes Leaders Make; Finzel, Hans.**

- **Description:** Although leadership is the hot topic on conference agendas and book tours, most people who find themselves in positions of leadership have little or no training for the role. They simply continue to make the same old mistakes. This leadership classic reveals the most common errors that leaders consistently make-regardless of training or age-and the way to stop these bad habits from undermining their positive talents and accomplishments.
- Submitted: 2/5/2011
- Category: Leadership skills, Communications skills

**Monday Morning Leadership- 8 Mentoring Sessions You Can't Afford to Miss; Cottrell, David**

- **Description:** Monday Morning Leadership is a story that can help your career! Everyone likes a good story, especially if there are lessons that can be immediately applied to life. This book is one of those stories - about a manager and his mentor. It offers unique encouragement and direction that will help you become a better manager, employee, and person.
- Submitted: 2/5/2011
- Category: Leadership skills, Success of Organizations

**The Non-Profit Board- Answer Book; Multiple authors, Published by Jossey-Bass.**

- **Description:** This book follows a question-and-answer format, enabling you to quickly find an answer to a burning question you have right now. At the end of each question-and-answer pairing you'll find suggested action steps. These offer ways to put the information to a practical use on your own board and within your own nonprofit organization. Implementing some of these steps may lead to more questions as you become even more committed to fulfilling your responsibilities as a board member. Remember: behind every good answer lies a good question. So keep asking those questions.
- Submitted: 2/11/2011
- Category: Leadership Skills, Communication, Success of an Organization

**First-Time Leaders of Small Groups; London, Manuel & London, Marilyn.**

- **Description:** This book offers novice and experienced leaders the information they need to keep their members interested and involved, resolve conflicts and deal with difficult people, and ultimately have their group achieve results ...quickly. The book includes four steps for preparing to lead (selecting members, setting the groundwork for high performance, planning, and establishing your leadership style) and four steps for taking the lead (starting right, working smart, coaching, and assessing).The book includes: questions and answers based on research on what works well, and what does not; diagnostics for determining your group's strengths and weaknesses; leadership challenges ideas for overcoming common difficulties; self-assessments to help build confidence as a group leader; examples of approaches for different group situations; models for understanding how groups work; activities for improving group functions.
- Submitted: 2/11/2011
- Category: Leadership Skills, Communication, Teambuilding and Teamwork

**Leadership Without Easy Answers; Heifertz, Ronald A.**

- **Description:** Central to Heifertz theory is the distinction between routine technical problems, which can be solved through expertise, and adaptive problems, such as crime, poverty, and educational reform, which require innovative approaches, including consideration of values. Four major strategies of leadership are identified: to approach problems as adaptive challenges by diagnosing the situation in light of the values involved and avoiding authoritative solutions, to regulate the level of stress caused by confronting issues, to focus on relevant issues, and to shift responsibility for problems from the leader to all the primary stakeholders
- Submitted: 2/11/2011
- Category: Success of an Organization, Leadership Skills

**Leadership On the Line- Staying Alive Through the Dangers of Leadership; Heifertz, Ronald A.**

- **Description:** Leadership is always a risky business, but those risks can be understood and reduced. Effective leadership comes from doing more than the technical work of routine management; it involves adaptive work on the part of the leader, and a willingness to confront and disturb people, promote their resourcefulness, and engage their ability to adjust to new realities. But adaptive change always encounters resistance. Heifetz and Linsky examine four forms of resistance--marginalization, diversion, attack, and seduction--before presenting a number of practical resistance-response skills to nurture and employ. Some are fairly obvious (like developing and maintaining perspective, and holding steady in the midst of change), and others more complex (like thinking politically when dealing with friends, foes, and fence sitters).
- Submitted: 2/11/2011
- Category: Leadership Skills, Conflict Resolution, Personality Traits

### **The 21 Irrefutable Laws of Leadership; Maxwell, John C**

- **Description:** Every chapter in this book covers a Law, and every Law is like a quick course on Leadership. Leadership can be learned, but the effort must be put forth to recognize your strengths and to work on your weaknesses. There are several self-quizzes and exercises in this book to help you achieve your potential in these 21 Laws. Maxwell writes, "To become an excellent leader, you need to work on it everyday." Leaders must strive for excellence and they must strive to prepare others to take over for them when they move on. With each Law, the author describes the theory behind the Law. For example, with the Law of Sacrifice, the theory is that a leader must be willing to sacrifice in order to achieve. He expounds upon his point by explaining that a leader gives up rights - in exchange for responsibilities - the higher the leader rises. The example that he gives in this chapter is the Reverend Martin Luther King Jr. The author shows how the more sacrifice King made in terms of sacrificing his personal rights and freedoms, the more the Civil Rights movement gained. This is indicative of the way a leader must sacrifice for the good of the organization.
- Submitted: 2/11/2011
- Category: Leadership Skills, Personality Traits

### **How Can We Know What Isn't So; Gilovich, Tom**

- **Description:** Sports fans who think that basketball players shoot in "hot streaks," and maternity nurses who maintain that more babies are born when the moon is full adhere to erroneous beliefs, according to Gilovich, associate professor of psychology at Cornell. With examples ranging from the spread of AIDS to the weight of Scholastic Aptitude Test scores, he skewers popular but mistaken assumptions. Faulty reasoning from incomplete or ambiguous data, a tendency to seek out "hypothesis-confirming evidence" and the habit of self-serving belief are among the factors Gilovich pinpoints in his sophisticated analysis. However, in the book's second half, his debunking of holistic medicine, ESP and paranormal phenomena is superficial and one-sided, marred by some of the very tendencies he effectively exposes in the "true believers."
- Category: Personality

### **Equipping 101: What Every Leader Needs to Know; Maxwell, John C.**

- **Description:** The book is divided into three parts. The first part describes how one can develop as a leader, whilst the second part explains the traits of a leader and the last part is on the impact that a leader can have on people. Maxwell focuses on essential and time-tested qualities necessary for true leadership --influence, integrity, attitude, vision, problem-solving, and self-discipline --and guides readers through practical steps to develop true leadership in their lives and the lives of others.
- **Specifics:** p. 85; Fulfilling potentials of others; What does a potential leader look like?
- Submitted: 2/11/21011
- Category: Personality traits, Leadership Skills, Communication

### **The 21 Indispensable Qualities of a Leader; Maxwell, John C.**

- **Description:** Maxwell provides a concise, accessible leadership book that helps readers become more effective leaders from the inside out. Why do some people consistently inspire others to follow their lead? It's the "character qualities" they possess. Maxwell identifies these top traits as character, charisma, commitment, communication, competence, courage, discernment, focus, generosity, initiative, listening, passion, positive attitude, problem-solving, relationships, responsibility, security, self-discipline, servanthood, teachability, and vision--and then defines them in ways that readers can absorb and utilize. For example, in the section on vision ("You can seize only what you can see"), Maxwell describes how Walt Disney initially developed the theme-park concept after accompanying his daughters to a fun-filled but rather shabby amusement park. He then analyzes how Disney's resultant projects drew on his personal history while meeting other's needs, and explains how readers must "listen to several voices" to develop successful foresight in a similar way. Finally, Maxwell suggests methods to articulate these visions and measure their implementation.
- **Specifics:** p. 1-154; Charisma, commitment, initiative, listening, responsibility, vision, etc.
- Submitted: 2/11/2011
- Category: Personality Traits, Leadership Skills
- Also by John Maxwell: Developing the Leader Within You, The 17 Indisputable Laws of Teamwork, Leadership 101, 360 Degrees Leader, Ultimate Leadership

### **No-Nonsense Management; Sloma, Richard S.**

- **Description:** Richard S. Sloma succinctly describes seventy principles that General Managers must follow if they are to be effective and identified with high levels of performance, and he shows how to make them work. He presents dictums on such topics as sphere of authority, management control, accountability, decision-making, operational and environmental changes, planning, and time management.
- Submitted: 2/11/2011
- Category: Leadership Skills, Teambuilding and Teamwork

### **The Five Dysfunctions of a Team; Lencioni, Patrick**

- **Description:** The book's first part illustrates the ways that teamwork can elude even the most dedicated individuals--and be restored by an insightful leader. A second part offers details on Lencioni's "five dysfunctions" (absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results), along with a questionnaire for readers to use in evaluating their own teams and specifics to help them understand and overcome these common shortcomings. This book challenges one to:
  - 1) Lead selflessly
  - 2) Take risks
  - 3) Encourage conflict
  - 4) Embrace the power of meeting
  - 5) Direct the team around a common theme
- Submitted: 2/11/2011
- Category: Leadership skills

### **Psycho-Cybernetics; Maltz, Maxwell.**

- **Description:** Happiness and success are habits. So are failure and misery. But negative habits can be changed--and *Psycho-Cybernetics* shows you how. This is a guide to the amazing power of *Psycho-Cybernetics*--a program based on one of the world's classic self-help books, a multimillion-copy bestseller proven effective by readers worldwide. Presenting positive attitude as a means for change, Maltz's teaching has the ring of common sense. *Psycho-Cybernetics* is the original text that defined the mind/body connection the concept that paved the way for most of today's personal empowerment

programs. Turn crises into creative opportunities, dehypnotize yourself from false beliefs, and celebrate new freedom from fear and guilt. Testimonials and stories are interspersed with advice from Maltz, as well as techniques for relaxation and visualization. Dr. Maxwell Maltz teaches you his techniques of emotional surgery --the path to a dynamic new self-image and self-esteem.

- Also by Maxwell Maltz: The New Psycho-Cybernetics: The Original Science of Self-Improvement and Success that Has Changed the Lives of 30 Million People; Maltz, M.D., Maxwell & Kennedy, Dan S.
- Category: Leadership and Team building skills

#### **Leaders: Strategies for Taking Charge; Bennis, Warren & Nanus, Burt**

- Description: In this illuminating study of corporate America's most critical issue: leadership, world-renowned leadership guru Warren Bennis and his co-author Burt Nanus reveal the four key principles every manager should know: Attention Through Vision, Meaning Through Communication, Trust Through Positioning, and The Deployment of Self. In this age of "process", with downsizing and restructuring affecting many workplaces, companies have fallen trap to lack of communication and distrust, and vision and leadership are needed more than ever before. The wisdom and insight in *Leaders* addresses this need. It is a source of guidance all readers will appreciate, whether they're running a small department or in charge of an entire corporation.
- Category: Leadership and Team building skills

#### **On Becoming a Leader; Bennis, Warren**

- Description: This book deals with leadership, how one becomes a leader, and the many people the author knows with leadership qualities. Bennis points out three reasons for the importance of effective leadership. Leaders are responsible for organizational effectiveness, leaders must also provide stability to an organization and the need for integrity within an organization. A leader must be self-expressive, listen to the inner voice, learn from the right mentors and give oneself over to a guiding vision. Bennis defines three ingredients that encompass leadership. A guiding vision is to know where one wants to go and how to get there. Another ingredient is passion. The third component is integrity. The author points out that trust is the foundation in which true leadership can be cultivated.
- Category: Leadership and Team building skills

#### **Get Everyone in Your Boat Rowing in the Same Direction: 5 Leadership Principles to Follow So Others Will Follow You; Boylan, Bob**

- Description: Bob Boylan's approach to effective communication is one of the best in the business. His process works throughout an organization to empower people to be leaders at all levels. Leadership isn't a commodity, but a process—one that Bob Boylan lays out clearly, step-by-step, so that anyone can follow it and put it immediately and successfully into practice in their own organizations. Learning to lead others is the critical skill for today's managers. Every day, you are challenged to lead-to get others to work at your direction towards your organizations goals.
- Category: Leadership and team building skills

#### **Managing; Genen, Harold & Moscow, Alvin**

- Description: Beyond explaining how ITT succeeded in the tortuous and confusing world of conglomeration, *Managing* also reveals Harold Geneen as a man of high character and decency who wanted only to be left alone to run his company in the most efficient way. Geneen is the sort of person whom the public often misunderstands, and yet needs if we are to maintain and strengthen our business heritage. Geneen takes it for granted that running successful, profitable business operations is a form of high service to the community, and he sees little need to argue this point. Like Thomas Edison or General George S. Patton, Jr., Geneen is something of an eccentric who has, nonetheless, amazing gifts in his own special field of interest. We don't have to understand these gifted eccentrics completely in order to benefit from their services. The late Benjamin Rogge used to argue that we would all be better off if we would simply let the superior business manager do his own thing. Maybe Geneen's *Managing* will help get that message across, along with offering splendid advice on how to run a business.
- Category: Leadership and team building skills

#### **The Art of Possibility: Transforming Professional and Personal Life; Zander, Benjamin & Rosamund S.**

- Description: The Art of Possibility, a collection of illustrations and advice that suggests a way to change your entire outlook on life and, in the process, open up a new realm of possibility. Consider, for example, the practice of "Giving an A," whether to yourself or to others. Not intended as a way to measure someone's performance against standards, this practice instead recognizes that "the player who looks least engaged may be the most committed member of the group," and speaks to their passion rather than their cynicism. It creates possibility in an interaction and does away with power disparities to unite a team in its efforts. Or consider "Being the Board," where instead of defining yourself as a playing piece, or even as the strategist, you see yourself as the framework for the entire game. In this scenario, assigning blame or gaining control becomes futile, while seeking to become an instrument for effective partnerships becomes possible. Packed with such examples of personal and professional interactions, the book presents complex ideas on perception and recognition in a readable, useable style. The authors' combined, eclectic experience in music and painting (as well as family therapy and executive workshops) infuses their examples with vibrant color and sound. The relevance to corporate situations and relationships is well developed, and they don't rely on dry case studies to do it.
- Category: Leadership and team building strategies

## **Communications, Marketing, and People Skills**

#### **People Skills; Bolton, Robert**

- Description: *People Skills* will show you:
  - \* How to get your needs met using simple assertion techniques
  - \* How body language often speaks louder than words
  - \* How to use silence as a valuable communication tool
  - \* How to de-escalate family disputes, lovers' quarrels, and other heated arguments
- Specific references:

- p. 29-75; Listen to Others
- p. 205-256; Conflict management skills
- Submitted: 2/5/2011
- Category: Communication skills

**Social Style/Management Style; Developing Productive Work Relationships; Bolton, Robert & Dorothy Grover.**

- **Description:** *People Styles at Work...and Beyond* presents a comprehensive, practical, and proven method readers can use to:
  - recognize how they come across to other coworkers,
  - read others' body language and behavior to identify the best ways to work with them,
  - make small adjustments that will dramatically increase the quality and productivity of their interactions,
  - find common ground with different people while retaining their individuality,
  - relate less defensively and more effectively—no matter how others act.

The book reveals the strengths and weaknesses of four different people styles, providing practical techniques that work both on the job and off.

- Submitted: 2/5/2011
- Category: Communication skills, Personality Traits

**The Practice of Management; Drucker, Peter F.**

- **Description:** Here are just a few of Drucker's ideas to be a better manager:
  - Management by objectives
  - The importance of having the right "spirit" in an organization.
  - The need for managers to feel empowered and have all the authority they need to carry out their job.
  - Appropriate rewards for strong performance and the need for censure when performance is weak.
  - Creating an open culture where mistakes are expected and form a basis for future knowledge

- Submitted: 2/11/2011
- Category: Communication Skills, Conflict Resolution

**How to Get Your Point Across in 30 Seconds or Less; Frank, Milo O.**

- **Description:** GET YOUR LISTENER'S ATTENTION, KEEP HIS INTEREST, AND MAKE YOUR POINT -- ALL IN THIRTY SECONDS! This book is about the art of communicating quickly, precisely, powerfully and shows you how to:
  - Focus your objectives
  - Utilize the "hook" technique
  - Tell terrific anecdotes that make your point

- Submitted: 2/11/2011
- Category: Time Management, Communication Skills, Personality Traits

**The Tipping Point: How Little Things Can Make a Big Difference; Gladwell, Malcolm**

- **Description:** "The best way to understand the dramatic transformation of unknown books into bestsellers, or the rise of teenage smoking, or the phenomena of word of mouth or any number of the other mysterious changes that mark everyday life," writes Malcolm Gladwell, "is to think of them as epidemics. Ideas and products and messages and behaviors spread just like viruses do." Gladwell develops these and other concepts (such as the "stickiness" of ideas or the effect of population size on information dispersal) through simple, clear explanations and entertainingly illustrative anecdotes, such as comparing the pedagogical methods of *Sesame Street* and *Blue's Clues*, or explaining why it would be even easier to play Six Degrees of Kevin Bacon with the actor Rod Steiger. Although some readers may find the transitional passages between chapters hold their hands a little too tightly, and Gladwell's closing invocation of the possibilities of social engineering sketchy, even chilling, *The Tipping Point* is one of the most effective books on science for a general audience in ages.
- Category: Marketing, Personality Traits

**Raving Fans; Blanchard, Ken & Bowles, Sheldon**

- **Description:** "Your customers are only satisfied because their expectations are so low and because no one else is doing better. Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create Raving Fans." This, in a nutshell, is the advice given to a new Area Manager on his first day--in an extraordinary business book that will help everyone, in every kind of organization or business, deliver stunning customer service and achieve miraculous bottom-line results. Written in the parable style of *The One Minute Manager*, *Raving Fans* uses a brilliantly simple and charming story to teach how to define a vision, learn what a customer really wants, institute effective systems, and make Raving Fan Service a constant feature--not just another program of the month.
- Category: Marketing

**The Mind Map Book; Buzam, Tony and Barry**

- **Description:** This idea-rich, relentlessly upbeat manual proffers graphic images as an aid to unlock creative thinking or clarify emotions. Drawing loosely on brain research, learning theory and information science, English business consultant/TV personality Tony Buzan (Use Both Sides of Your Brain) and his brother Barry, a professor of international studies, first outline "radiant thinking," a method designed to enhance one's associative, nonlinear thought processes. Next they explain how to create "mind maps"--colorful, structured, drawings, cartoonish or complex--as a tool to overcome mental blocks, organize ideas, brainstorm, strengthen one's memory and imagination, and make meetings more productive. Despite its inflated claims and cluttered presentation, this unusual how-to, replete with exercises, quizzes, dramatic color photos of patterns in nature, and sample mind maps, will challenge and stimulate the open-minded.
- Category: Personality

**"Spend a Day in the Life of your Customers." Gouillart, Francis. (Harvard Business Review. Jan-Feb, 1994. Reprint 94103)**

- **Description:** Article about taking a customer's point of view seriously.
- Category: Communications, Marketing, and People Skills

**"Get Inside the Lives of your Customers," Seybold, Patricia. HBV May 2001. ReprintR0105E.**

- **Description:** Many companies have become adept at the art of customer relationship management. They've collected mountains of data on preferences and behavior, divided buyers into ever-finer segments, and refined their products, services, and marketing pitches. But all too often those efforts are too narrow--they concentrate only on the points where the customer comes into contact with the company. Few businesses have bothered to look at what the author calls the customer scenario--the broad context in which customers select, buy, and use products and services. As a result, consultant Patricia Seybold maintains,

they've routinely missed chances to deepen loyalty and expand sales. In this article, the author shows how effective three very different companies have been at using customer scenarios as the centerpiece of their marketing plans. Chip maker National Semiconductor looked beyond the purchasing agents that buy in bulk to find ways to make it easier for engineers to design National's components into their specifications for mobile telephones. By developing a customer scenario that describes how people actually shop for groceries, Tesco learned the importance of decentralizing its Web shopping site and how the extra costs of decentralization could be outweighed by the higher profit margins on-line customers generate.

- Category: Communications, Marketing, and People Skills

#### **The World is Flat; Friedman, Thomas**

- **Description:** Thomas L. Friedman is not so much a futurist, which he is sometimes called, as a presentist. His aim in *The World Is Flat*, is not to give you a speculative preview of the wonders that are sure to come in your lifetime, but rather to get you caught up on the wonders that are already here. What Friedman means by "flat" is "connected": the lowering of trade and political barriers and the exponential technical advances of the digital revolution that have made it possible to do business, or almost anything else, instantaneously with billions of other people across the planet. The news that Friedman has to deliver is that just when we stopped paying attention to these developments is when they actually began to accelerate. Globalization 3.0, as he calls it, is driven not by major corporations or giant trade organizations like the World Bank, but by individuals: desktop freelancers and innovative startups all over the world (but especially in India and China) who can compete--and win--not just for low-wage manufacturing and information labor but, increasingly, for the highest-end research and design work as well. Friedman wants to tell you how exciting this new world is, but he also wants you to know you're going to be trampled if you don't keep up with it.
- Category: Communications

#### **Competing for the Future; Hamel, Gary.**

- **Description:** Hamel and Prahalad caution that complacent managers who get too comfortable in doing things the way they've always done will see their companies fall behind. For instance, the authors consider the battle between IBM and Apple in the 1970s. Entrenched as the leading mainframe-computer maker, IBM failed to see the potential market for personal computers. That left the door wide open for Apple, which envisioned a computer for every man, woman, and child. The authors write, "At worst, laggards follow the path of greatest familiarity. Challengers, on the other hand, follow the path of greatest opportunity, wherever it leads." They argue that business leaders need to be more than "maintenance engineers," worrying only about budget cutting, streamlining, re-engineering, and other old tactics. Definitely not for dilettantes, *Competing for the Future* is for managers who are serious getting their companies in front.
- Category: Communications, Marketing, and People Skills

#### **Principles of Marketing, Kotler, Phillip and Armstrong, Gary**

- **Description:** The 11<sup>th</sup> edition of this popular text continues to build on four major marketing themes: building and managing profitable customer relationships, building and managing strong brands to create brand equity, harnessing new marketing technologies in the digital age, and marketing in a socially responsible way around the globe. Thoroughly updated and streamlined, *Principles of Marketing* tells the stories that reveal the drama of modern marketing, reflecting the major trends and forces that are impacting this dynamic and ever-changing field. Topics include: the marketing environment, managing information, consumer & business buyer behavior, segmentation, targeting, and positioning, branding strategies, distribution channels, advertising and sales promotion, direct marketing, and the global marketplace. An excellent tool for anyone in marketing and sales, whether self- or corporate-employed.
- Category: Marketing

#### **Competitive Strategy: Techniques for Analyzing Industries and Competitors; Porter, Michael.**

- **Description:** Electrifying in its simplicity, Porter's analysis of industries captures the complexity of industry competition in five underlying forces. Porter's three generic strategies -- lowest cost, differentiation, and focus --bring structure to the task of strategic positioning. He shows how competitive advantage can be defined in terms of relative cost and relative prices, thus linking it directly to profitability, and presents a whole new perspective on how profit is created and divided. In the almost two decades since publication, Porter's framework for predicting competitor behavior has transformed the way in which companies look at their rivals and has given rise to the new discipline of competitor assessment. The ideas in the book address the underlying fundamentals of competition in a way that is independent of the specifics of the ways companies go about competing.
- Category: Marketing

#### **Competitive Advantage: Creating and Sustaining Superior Performance; Porter Michael**

- **Description:** A complement to the book *Competitive Strategy*, *Competitive Advantage* explores the underpinnings of competitive advantage in the individual firm and describes how a firm actually gains an advantage over its rivals. Porter's groundbreaking concept of the value chain disaggregates a company into "activities," or the discrete functions or processes that represent the elemental building blocks of competitive advantage. Porter's value chain enables managers to isolate the underlying sources of buyer value that will command a premium price, and the reasons why one product or service substitutes for another. He shows how competitive advantage lies not only in activities themselves, but in the way activities relate to each other, to supplier activities, and to customer activities. *Competitive Advantage* also provides for the first time the tools to strategically segment an industry and rigorously assess the competitive logic of diversification.
- Category: Marketing