

**BARDA – Mid-Career Leadership
Cohort**

Participant Handbook

September 2014 – June 2015

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Section I – Program Description

Program Philosophy: Learning as a Community

Welcome to the BARDA Mid-Career Leadership Cohort!

The ultimate goal of this program is to prepare a new generation of leaders for the future while creating a self-sustaining leadership community at BARDA by creating social networks across the organization.

Over the next ten months, you'll meet regularly with other BARDA leaders to learn about yourself and about leadership. We've chosen to use a cohort learning community format because we believe that each participant brings a lot of experience – in life and in work. We will work with what you know and ask you to challenge your assumptions and how you make meaning of what's going on around you. We'll offer new ideas, concepts and models in class and ask you to test them out on the job and in life. We'll also ask you to reflect on what you're learning and refine your definition of what it means to lead: for yourself, for your team and in the broader context.

Participating in a learning community is a rare opportunity for learning about yourself and about leadership. It's not a spectator sport! We'll ask much of you – your time, your commitment, and your engagement. In return we promise a rich learning experience that you'll remember for many years.

In recent years we've used this model in many different organizations and have learned a lot about what makes this kind of learning process work. This pilot program at BARDA is built on that strong foundation. This program's structure includes 10 monthly sessions for a total of 16 in-class days. In between sessions you'll have independent application activities and readings. You will be able to tailor these to your individual learning goals and the needs of your workplace.

“Learning Communities are not a spectator sport. We'll ask much of you – your time, commitment, engagement and in return we promise a rich learning experience you'll remember for many years.”

Please take some time to read this handbook – it is written with you, the participant in mind, to answer your questions and explain the approach, philosophy, requirements and deliverables.

Program Dates and Key Topics (2014 – 2015)

Dates	Topic & Focus	Location
Session I Sep 15-18	<i>What it Means to Lead</i> -- Work of Leaders (DiSC) - Personal Energy Management – Ethics and Values that Guide Your Leadership – Making the Executive Shift - Goal Setting – Learning Partners	Nat'l Conference Center (NCC) – Leesburg, VA
Session II Oct 20-21	<i>Leading with Emotional Intelligence</i>	NCC
Session III Nov 12	<i>360 Feedback – Communication & Effective Interaction Skills</i>	NCC
Session IV Dec 1	<i>Managing Conflict – Surfing the Swamp</i>	NCC
Session V Jan 6-7	<i>Creativity & Innovation – Smithsonian Experience</i>	NCC
Session VI Feb 17	<i>Political Savvy</i>	NCC
Session VII Mar 2	<i>Human Capital Management – Leading Across the Generations</i>	NCC
Session VIII Apr 9	<i>Strategic Leadership – Lessons from the Gettysburg Battlefield</i>	NCC
Session XI May 5	<i>Creating High Performance Organizations</i>	NCC
Session X Jun 8-9	<i>Your Leadership Journey Past & Future - Integration – Leadership Storytelling – Cohort Closing</i>	NCC

National Conference Center
18980 Upper Belmont Place
Leesburg, VA 20176-0198
703/724-5133

Key Deliverables – At-a-Glance

This program has many moving parts described in more detail in subsequent sections. This section summarizes all program deliverables in one place.

Learning Strategies	Deliverables & Dates
Attend all Sessions <i>A true test of leadership is the ability to set vision, prioritize, delegate, let go and set up mechanisms to track execution to ensure things are on track. Allow the time pressures of this program to help you develop these capabilities and shift your workload to create more time for strategic thinking.</i>	<ul style="list-style-type: none"> - Sept 2014 through Jun 2015
Program Goal Worksheet	<ul style="list-style-type: none"> - Bring completed to Session 1
Biography or Leadership Book Presentations	<ul style="list-style-type: none"> - Sign up in September - Lead a 10 minute briefing in class between November and June
Personal Energy Management Plan	<ul style="list-style-type: none"> - Build plan at September session - Three 90 day Missions throughout the program
Leadership Goal and Leadership Behavior Shift Process	<ul style="list-style-type: none"> - Three 90 day Leadership Behavior Shift efforts throughout the program
Reflection Papers	<ul style="list-style-type: none"> - Learning from Personal Energy Management & Leadership Behavior Shift Process - Paper 1 - Due Dec 15 - Paper 2 - Due Mar 15, 2015
Learning Partners	<ul style="list-style-type: none"> - Monthly meeting with a learning partner from cohort and with feedback partners of your choosing
Final Reflection Paper	<ul style="list-style-type: none"> - Due May 29, 2015

Learning Strategies: Supporting leadership development and building community

We include a wide range of learning strategies in this community based learning design. The in-class part of the program is a small part of the whole experience and we expect much of your learning to occur between classes in what we call the *white space*: when you're on the job, delivering the mission, engaging the day to day. Depending on your learning style, some elements will resonate more with you than others and at the end of the day, they'll weave together to create a whole much greater than the parts.

“Experience is the best teacher – only if reflected upon and applied to a new or different course of action.” –Alan Gilburg

- **Highly Experiential Activities and Simulations** – gone are the days of professorial lectures as the gold standard for learning. The latest learning theories call for activities that engage us through multiple modalities: visual, auditory and kinesthetic – observing what occurred (inside us, in others, in the system), summarizing or theorizing from this, and then making plans for next time. This type of learning requires active engagement with little room for watching from the sidelines. As such, attending each session is a critical part of the experience for yourself and for the life of the community.

You've got to engage to learn – attend all sessions – show up and engage fully.

- **Reflective Dialogue and Personal Application** – much of the learning that occurs in this program will occur in relationship and through reflection. You'll explore how you make meaning of the world around you and hear from others what they're seeing. In the process most participants develop a greater complexity of mind as they challenge their assumptions and guiding principles that have become so routine that they're out of awareness. This form of reflection can be challenging. In fact if the learning community doesn't at some time, in some fashion, challenge you to think differently with the attendant discomfort, then it's not achieving its purpose. Learning Partners and Feedback Partners will also support this process.
- **Keeping a Leadership Log or Journal** – many of us subscribe to the old adage that 'experience is the best teacher.' This is true only if that experience is reflected upon, learned from and a new commitment to action is made. Journaling provides a reflective moment to stop and think – to step back from the pace of the day, slow down and sort through perceptions, thoughts and emotions. Keeping a leadership log or journal can help you surface what's working well for you and what needs attention in order to move into action.

“Leadership development is fundamentally about self-development. The more we understand ourselves, what drives us, and our impact on others, the more effective we'll be in achieving what we set out to achieve.” --Peter Vaill

Lean into your discomfort – your learning edge is where change happens – it's not always comfortable to examine current ways and watch them fall away making way for something new.

- **Assessments** – in order to support increased self-awareness this program includes a number of different assessments including:
 - **DiSC Work of Leaders** - your behavioral style and its implications for leadership
 - **Ethical Type Indicator** – helps you articulate and defend the ethical principles that govern and influence your ethical and moral decision-making? This instrument measures the extent to which you prefer and use six ethical philosophies when confronted with an ethical dilemma.
 - **Bar-On EQI 2.0** - to explore different dimensions of emotional intelligence
 - **OPM 360** – assessing your effectiveness in a set of executive core competencies (ECQs) developed specifically for public service
 - **Entrepreneurial Dimensions Profile (EDP)** – this assessment looks into the traits, motivations, and skills of today's entrepreneurs, the EDP helps leaders and students of entrepreneurship assess the degree to which they are utilizing an "entrepreneurial mindset."

- **On the Job Application Activities** – an important measure of the effectiveness of leadership training is how well what is learned is translated back on the job. In each session, you'll be asked to identify an approach, behavior, model, concept or skill and apply in your day to day. At the following session, we'll ask you to report back on what you learned, the impact you had and what others have said about the change.

- **Personal Energy Management (PEM)** – When is the last time you took a good look at how you're living and balancing all of the different aspects of your life? This segment creates an opportunity for you take a good look at yourself in the physical, mental, emotional, and spiritual domains. You'll conduct three separate 90-day missions through the course of the program, each focusing on a specific area of wellness you want to focus on. At the conclusion of each mission, you'll write a reflection paper and at the end of the program you'll have an opportunity to share your accomplishments and what you've learned in your final paper. Simple day-to-day changes can yield great impact. A separate PEM manual is provided to guide you through the process.

- **Biography and Leadership Readings** – choose a book to read over the course of the program that will enhance your leadership – a biography of a leader you admire or a book on leadership. Between November and June we'll ask you to prepare a three slide summary of the book and present a short summary of what you've learned from your reading. We'll collect all summaries and post them on the docshelf for your reference and inspiration as you continue your leadership journey beyond the cohort.

- **Textbooks, Articles & Course Materials** – you'll typically have some reading to do for each session. We will provide all books, articles and materials used in class. Articles and class materials will typically be available for download from the BARDA docshelf two weeks before each class at <http://transformationstrategies.com/client-area/barda/barda/> and enter the course password which is: *leadership*. We encourage you to do the assigned readings in order to enhance your classroom experience.

Learning & Feedback Partners

In order to keep the learning process alive in the day to day, we'll ask you to meet monthly with a learning partner from the cohort program and to choose 2-3 feedback partners who see you in action in the day to day.

Learning Partners: as partners you will support each others' learning throughout the cohort by meeting on occasion – at least monthly in between sessions. Your relationship and interactions will evolve as the year unfolds. Some guiding topics for your meetings include:

- Personal Energy Management: with your 90 day missions – what set out to do; what you're learning; how you're progressing; challenges you're experiencing; impact of the changes on you or others; support or help your partner could provide.
- Leadership Behavior Shift: what change you've committed to make; how it's going; what you're learning; impact on you or others.
- Classroom Material: what's been particularly helpful, how you're applying it and what difference it's making.
- What it Means to Lead: how your answer to this question is evolving; examples of effective leadership you've noticed with yourself or others and how this informs the leader you are and are becoming.

Feedback Partners: identify 2-3 people that you work with that you would like to enlist in your learning. Share with each of them your Leadership Behavior Shift goals – be specific about the changes you want to make, the impact you hope it will have on your style and on others. Specifically ask them to watch for these new behaviors and to give you feedback when they see you using them. Once or twice each month, check in with them and ask for their feedback. These can be a quick 5-10 minute check-in as you walk back from a meeting. Consider including your supervisor as one of your feedback partners.

Program Evaluation

We plan to evaluate this program at three different levels:

- Level 1: During each session we'll ask for your feedback on your level of engagement and the effectiveness of the session.
- Level 2: We'll also give you opportunities to assess what you've learned and your progress in developing new skills.
- Level 3: We'll track behavior change on the job. We'll ask you to reflect with your learning and feedback partners and to document in your journal and in class papers how you're transferring learning on the job and the impact it's having. We're developing a formal mechanism for you to get input from your feedback partners – likely a brief online process. This will also allow us to assess transfer of learning to the workplace across all cohort participants.

Documenting Your Learning – Reflection & Final Papers

1) 90-day Reflection Papers (PEM and Leadership Behavior Shift – Progress & Learning)

- For each 90-day period, document what you set out to do, what you accomplished, what you've learned. Also describe your plan for PEM and Leadership Behavior Shift for the next 90 days – goals & actions. (templates on doc shelf)
- Submit to - Cohort Director and barda@transformationstrategies.com

2) Final Personal Reflection Paper

Guidelines for Final Personal Leadership Paper

Use this paper to tell your story of personal and leadership growth over the past ten months and what you see in your future leadership. Use it to help you reflect (see your leadership log/journal notes) and assimilate your thoughts on leadership. Focus your paper in ways that are useful for you and continue your learning about yourself and leadership.

OUTCOME: Written document - 3-5 pages, double-spaced

SUBMIT TO: Cohort Director and barda@transformationstrategies.com

OBJECTIVES:

1. Write about your lessons learned in leadership over the past year and why this was a good investment of your time and the Agency's resources.
2. Focus on the quality of your writing not on the quantity of words.

PLEASE KEEP IN MIND THE FOLLOWING ITEMS

- Target audience: your Cohort peers, Cohort Director and the Cohort Executive Champions - though your papers will only be read by the Cohort Director and OPM's Account Manager. Some best practice papers will be shared more broadly, but only with permission.
- Write your paper in the first person ("I"), reflecting on your leadership experiences, observations and leadership lessons learned.
- Include specifics about what you have learned, applied and experimented with in your leadership endeavors throughout the program – classroom

learning, how you've applied it on the job, what differences you've noted and how your Personal Energy Management missions have shifted how you think things and what you're doing differently. Tell the story about your growth as a leader and how the future looks different based on the learning you've done.

- Have fun with this – be creative: use this as an opportunity to pull the threads together from the different activities of the program, distill your learning, crystallize what you'd like to remember and carry forward on your leadership journey.

Some Questions to Guide your Reflections for your Leadership Paper

1. What does it mean to lead - for you going forward in your current role and future roles you aspire to?
2. How has this changed for you throughout the life of the cohort?
3. What has been particularly challenging for you during the cohort process - reflect on this from your leadership perspective - what are the implications of this for you as you lead others?
4. What, in terms of your ongoing development, do you want to continue to focus on?
5. What leadership goals did you achieve?
6. What value have you added to the Agency based on what you've learned?
7. What did you learn from working on these projects?
8. What do you do differently now?
9. Has your perception and/or perspective broadened? In what ways or areas?
10. What have you learned about yourself that has been helpful to you?
11. How have you increased your self-awareness?
12. How are you managing your energy differently?
13. How are you thinking about the organization and your career?
14. What is your personal vision?
15. What are your future plans and next steps?
16. How do you view leadership differently today than a year ago?
17. What are your views on the value of learning communities in organizational life – possible impact on your agency going forward?
18. What can you do or have you done to build learning into the fabric of the organization outside of the Cohort Learning Community?
19. What are your leadership aspirations?
20. Who over the past year has inspired you?
21. Who were the leaders from your past whom you remember and revere?
22. What did you learn from the Learning Partners process?

Obtain feedback from others – peers, supervisor, SES or mentor:

1. What they observed of your growth or learning.
2. What they've observed and would suggest for your continued growth.

Characteristics of Effective Learning Communities

First, the community must develop committed leadership. Who really cares enough about the vision to take a public stand in favor of it? Through your involvement and personal leadership, you and others will become a cadre that shapes the learning community in the cohort and in the broader community as you apply what you learn in your interactions, day to day.

Capability – Vital communities are capable: they have skills, knowledge, and personal qualities to renew themselves and reinvent their future. They do this by encouraging learning and improvement among their citizens as a *collective* undertaking.

Collaboration - Developing reliable interdependence is the essence of effective collaboration in a community.

Commitment – commitment builds when people are an active part of the experience of creating something they value together.

Contribution – healthy communities provide opportunities for the full diversity of members' talents and contributions.

Continuity – communities cannot survive without some measure of continuity. If you want to gain the benefits of healthy communities in the workplace, try becoming more creative about how you build some sources of continuity.

Conscience – all healthy communities incorporate processes that could be described as “conscience” mechanisms. The organization finds ways to embody or invoke guiding principles, ethics, and values such as service, trust, and mutual respect.

Source: The Fifth Discipline by Peter Senge

Some ground rules for effective learning communities

- Full participation and engagement -- includes full attendance and being present
- We build this together to create a dynamic learning environment – instructors and coaches create a context for learning through instruction, application, reflection and feedback – participants engage fully with the activities and each other
- Exercises seek to draw out your experience and to link them to new frameworks and ways of thinking, creating a possibility for new ways of seeing, interacting and leading
- Take care of yourself
- Respect for differences: opinion, learning styles, values, beliefs, and world views
- Speak for yourself – use “I” statements
- What’s said here stays here – non attribution
- Lean into your discomfort – that’s where real learning occurs

Graduation Requirements & Attendance Guidelines

Learning communities work when participants are present and engaged. Faculty will present material in ways that encourages significant engagement in the classroom. You'll learn from your peers as you explore the content presented, apply it, challenge it and relate it to the world in which you work. In short, you need to be present in order to give to the community and to gain from it.

Full Attendance is expected. Please do what it takes to clear your calendar to be fully present. We also recognize that there are emergencies that may require you to be elsewhere. That being said, in order to graduate successfully participants must complete 13 of the 16 days and complete all assignments and course papers. If you miss a class or a segment, you are expected to do whatever you can to make up the material and may be tasked with an additional assignment.

Attendance and assignment completion is tracked at each session and entered into an online tracker that is visible to the Cohort Director, OPM Program Director and BARDA Leadership.

Participants who miss more than two days will be reminded of the attendance policy. At three days, their supervisor and BARDA SES Leadership will be informed for consideration whether or not they should continue in the program. Participants who miss more than 3 days and who are otherwise fully engaged and current on assignments may be allowed to continue in the program by BARDA Leadership.

Section II – Resources for Leadership Learning

Some Thinking on Leadership

Warren Bennis – The Unconscious Conspiracy

The four key leadership challenges are: *management of attention* – creating focus through goals or outcomes, *managing meaning* by connecting to what's important to people, *managing trust* by being consistent and reliable, and *knowing and managing oneself*.

There is an unconscious conspiracy that keeps leaders from leading... both leaders and followers participate in this... it has to do with the abdication of authority and the unwillingness to make hard decisions at all levels of the organization ... this then creates extraordinary pressures for leaders at the top, slowing things down and wasting energy.

Murray Bowen – Differentiated AND Connected

One of the great challenges we have as leaders is to become clear on what we believe and where we want to go while we stay connected with others. Being overly influenced by others can be a trap and being overly distant from others is its own trap. *The paradox is: how do I stand alone, have my own opinions and thoughts AND stay connected to others at the same time?* As we hold this tension, we get clearer on where we stand personally and clearer on where others are as well. Managing this tension can be one of the greatest personal challenges of leadership.

Robert Greenleaf – Leader as Servant

Greenleaf suggests that *the point of departure ought to be service, then leadership*. This calls leaders to: create environments where people participate in decisions that affect their lives; act in caring and ethical ways; and create opportunities that enhance personal growth while improving the quality of organizational life. This is not only good for employees and organizational results, but serves the community as well.

Peter Vaill – Permanent White Water and Call to Self Development

We are living in a time of unprecedented, relentless change, a time of “*permanent white water*.” While many of us long for the quiet lull in the midst of the storm, the reality is that as leaders, we must find this space within us and act from there.

Leadership development is fundamentally about self-development. The more we understand ourselves, what drives us, and our impact on others, the more effective we'll be in achieving what we set out to achieve.

Ron Heifetz – Leaders Help the Community Face its Challenges

The central task of leadership is to be able to *appreciate a situation from multiple viewpoints*. Then, getting people to clarify what matters most, in what balance, and with what trade offs by:

- Identifying the interested parties and their respective interests
- Orchestrating dialogue, managing agreement, and finding common ground.
- Determining who should be involved in what part of the process and to what level
- Building strong bonds and collaborations through the process with the various parties

Leadership involves ‘*getting on the balcony*’ to see the forest and the trees

‘Leaders make things happen that wouldn’t happen otherwise.’

Leaders help people and organizations deal with *adaptive challenges* – where new ways of thinking, seeing and being are necessary to build the future and where current know-how is inadequate to get us there ... where we must learn and change along the way.

Stephan Rechtschaffen – Timeshifting

In our lives we become “entrained” to a certain pace of activity. For most this is fast and relentless. When we’re not living at that pace, we feel that something is “off” both psychologically and physiologically.

Important or high-risk decisions require us to slow down, reflect and consider more deeply. Yet slowing down often causes anxiety and discomfort – so we speed things up again so it feels normal and we feel productive, perhaps precisely at the time where we need to go deeper.

As leaders, our challenge is to create opportunities to operate at different paces - allowing us and our people to not only respond to the needs of the moment, but to grapple effectively with the more far-ranging questions.

How People Learn Leadership

The Center for Creative Leadership has done decades of research on how individuals develop leadership capacities. They've identified the following experiences as the most effective in helping people to develop key leadership skills and capacities such as: judgment, critical thinking, resourcefulness, self-confidence, and the ability to bounce back or resiliency.

Multi-rater Feedback – *OPM 360 – Personal Impact Feedback*

Obtaining feedback on performance and interactive skills from a range of perspectives is very powerful in developing leadership skills. Typically, these include: self, peers, subordinates, boss and when appropriate, customers, staff reporting to subordinates, and others who are familiar with the individual's work.

Course Work and Skill Based Training – *Cohort Sessions – Readings*

When well chosen, these provide the opportunity to learn new theories, skills and models that help leaders see situations from many points of view and increase their possibilities for action. Training is most impactful when it is applied or experiential and the participant is accountable for applying the learning on the job upon return to work.

Challenging Job Assignments/Action Learning – *On-the-Job Application of learning – reflection on impact – on-going learning*

These are the most impactful experiences that help leaders develop the judgment and inner resources to move to higher levels. Typical types of developmental job assignments include: start-ups, fix-its, stark leaps in scope and scale, high visibility projects and task forces, and line to staff switches.

Developmental Relationships – *Mentors - Executive Coaches – Learning Partners*

These include bosses, significant peers, teachers, coaches and mentors who provide a supportive and challenging place for the leader to explore the challenges they face in work and life as they grow into roles of greater complexity and challenge.

Hardships - *Includes on-the-job and life challenges*

This can include stretch assignments, leading important but unpopular efforts, dealing with problem employees, laying off or firing someone or being part of a failed effort. It also includes personal tragedies where we are called on to dig deeper inside ourselves and stretch to places we never thought possible. These experiences help us develop a tenacity and resilience that builds a strong foundation of confidence and tendency to persevere in the face of challenge.

OPM Leadership 360™

Executive Core Qualifications and Competencies

There are hundreds of definitions of leadership. For the purposes of this program, we'll use the following competencies as our foundation. You'll have an opportunity to rate yourself and receive feedback from others during the program.

LEADING CHANGE

Continual Learning - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/ processes.

External Awareness - Identifies and keeps up-to-date on key international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation - Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

LEADING PEOPLE

Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Leveraging Diversity - Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Team Building - Inspires, motivates and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

RESULTS DRIVEN

Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

Customer Service - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end products; is committed to continuous improvement of services.

Decisiveness - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Entrepreneurship - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Problem Solving - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Technical Credibility - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

BUSINESS ACUMEN

Financial Management - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resources Management - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management - Uses efficient and cost effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.

BUILDING COALITIONS/COMMUNICATION

Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Interpersonal Skills

Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Oral Communications

Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Partnering

Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy

Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written Communication

Expresses facts and ideas in writing in a clear, convincing, and organized manner.

Leadership Booklist & Faculty Favorites

Topic	Page
Leadership	20
Organization Development/Systems Thinking	23
Leading Change	25
Emotional Intelligence	27
Effective Meetings	28
Communication / Conflict	29
Transformational Learning	30
Neurology & Leadership	32
Accountability / Results	32
Strategy	33
Effective Teams	34

1- Leadership

Bury My Heart at Conference Room B: The Unbeatable Impact of Truly Committed Managers. Slap, Stan. Portfolio Hardcover, 2010.

The notion that values matter—in the workplace as well as at home—is certainly not new to the ranks of management gurus and corporate leaders. What is novel in consultant Slap's first book is his passion for the subject, which bleeds from every page, and his easy-to-use framework for identifying and promoting values throughout the business world.

Clear Leadership: How Outstanding Leaders make Themselves Understood, Cut Through the Mush, and Help Everyone Get Real at Work. Bushe, Gervase R. Davies-Black, 2001.

For those involved in leadership training that is principles or values focused, here you will find the all important missing link. Bushe explains the psychology behind our thinking and behavior which often times is the driving force behind office dysfunction despite our most noble principles and values.

Conscious Business: How to Build Value Through Values. Kofman, Fred. ReadHowYouWant.com, Ltd., 2008.

In Conscious Business, this visionary teacher and consultant to Google, Microsoft, Yahoo! and other leading companies presents the complete training manual in the breakthrough techniques he has shared with over 20,000 executives on four continents, including: • Unflinching integrity, the key to "success beyond success" • Why culture, not know-how, is the best place to first focus a company's improvement efforts—and how to pull it off.

The Future of Leadership: Today's top Leadership Thinkers Speak to Tomorrow's Leaders. Benis, Warren, et al, eds. Jossey-Bass, 2001.

In The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders, they bring together their insights with those of other recognized leadership experts from academia and the private sector, including Mihaly Csikszentmihalyi (Flow) on the importance of creativity, Tom Peters (In Search of Excellence) on establishing leadership staying-power in a start-up-crazed marketplace, and Barry Z. Posner and James M. Kouzes (coauthors of The Leadership Challenge) on the lessons of yesterday that will continue to have value tomorrow.

Good to Great: Why Some Companies make the Leap...and Others Don't. Collins, Jim. Harper Business, 2001.

Five years ago, Jim Collins asked the question, "Can a good company become a great company and if so, how?" In Good to Great Collins, the author of [Built to Last](#), concludes that it is possible, but finds there are no silver bullets. Collins and his team of researchers began their quest by sorting 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. Peppared 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.

The Leader of the Future. Hesselbein, Frances, et al., eds. (The Drucker Foundation Editors) Jossey-Bass, 1996.

Thirty-seven notables, such as Peter Senge, Charles Handy, Rosabeth Kanter, and Stephen Covey, offer their views on leadership, examining what the organization of the future will be like and how leaders might be developed. Though they target present and potential leaders of so-called third-sector organizations, these 31 previously unpublished essays will be of definite interest to those in government and the corporate world as well.

The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century. Denning, Stephen. Jossey-Bass, 2010.

Denning goes to the root of the management issues confronting companies today. Focusing on seven core principles, he lays out a pragmatic roadmap for shifting the corporation from a focus on scalable efficiency to a focus on delighting the customer and each other, while achieving even higher levels of productivity. In the process, he creates a space where we all can more fully achieve our potential.

The Leadership Dojo: Build Your Foundation as an Exemplary Leader. Strozzi-Heckler, Richard. Frog Books, 2007.

Written for emergent leaders in any endeavor, this new work from renowned consultant Richard Strozzi-Heckler offers a new approach to leadership. The first book of its kind to base business and management strength on integral body awareness, the book presents key principles such as shugyo, or self-cultivation, as crucial in developing the individual responsibility, social commitment, and moral and spiritual vision required to lead with authority and efficacy. The Leadership Dojo is based on three questions: What does a leader do? What are the character values most essential to exemplary leadership? How do you teach these values? Drawing on the wisdom of ages from Plato to the Bhagavad-Gita, from Thucydides to the Abidharma, the book asserts that understanding and answering these questions holds the key to superior leadership skills.

Leadership Jazz: The Art of Conducting Business Through: Leadership, Fellowship, Teamwork, Touch, Voice. DePree, Max. Currency Doubleday, 1992.

De Pree likens business leadership to the beautiful art of leading a jazz ensemble. He proves well the adage: leadership may be difficult to define, and especially to exemplify, but you'll know it when you see it. Mere task-oriented managers may be so frustrated by his limitless, penetrating insight that they just might prefer trying to nail jello to a tree. This is recommended for all business collections.

The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All. Useem, Michael. Crown Business, 1999.

Useem presents some of these surprisingly effective profiles to show how others have responded when push truly comes to shove. Among them are: the story of Roy Vagelos championing an unprofitable drug that ultimately wiped out a debilitating disease in Africa; how flight director Eugene Kranz worked calmly and efficiently to return the endangered Apollo 13 astronauts safely back to Earth; and a look at Arlene Blum's pioneering all-woman ascent of the 26,545-foot Himalayan peak Annapurna in 1978.

The Leadership Pipeline: How to Build the Leadership-Powered Company. Charan, Ram, et al. Jossey-Bass, 2011.

The Leadership Pipeline: How to Build the Leadership Powered Company finally shows organizations how to undo the knots and clogs in their in-house "leadership pipeline" so they can constantly groom the best people at every level to move up to the next rung of leadership.

Managing with Power: Politics and Influence in Organizations. Pfeffer, Jeffrey. Harvard Business Press, 1993.

An in-depth look at the role of power and influence in organizations. Pfeffer demonstrates the necessity of power in mobilizing political support and resources to get things done in any organization, and he looks at the personal attributes and structural factors that help managers advance organizational goals and achieve individual success.

The Practice of Adaptive Leadership: Tool and Tactics for Changing Your Organization and the World. Heifetz, Ronald, et al. Harvard Business School Press, 2009.

The book is anchored in the framework of Adaptive Leadership, but goes beyond the theory to provide a practical set of stories, diagrams, techniques, and activities that will help you both assess and address the toughest challenges that lie ahead. Dozens of tools and tactics are presented in an exciting, clear, and reader-friendly design.

Peak Performance: Aligning the Hearts and Minds of Your Employees. Katzenbach, Jon R. Harvard Business School Press, 2000.

*Through its detailed case studies, **Peak Performance** highlights the various sources of emotional energy unique to each organization and the discipline companies need to follow their chosen paths. The book concludes with guidelines for managers seeking to reshape their practices to achieve better performance from their own workforces and gain the resulting competitive edge.*

Side by Side Leadership: Achieving Outstanding Results Together. Romig, Dennis A. Bard Press, 2001

Based on more than 3,000 studies and the author's training of more than 10,000 leaders in many organizations. Dr. Romig implements his new business working method and explains its principles, areas of influence and skills, and how this method can be used at all levels of leadership.

Stewardship: Choosing Service Over Self-Interest. Block, Peter. Berrett-Koehler, 1993

Block shows executives how to move from controlling and directing to his vision of shared governance, partnership, and total ownership of a business by all team members. This concept represents no less than a complete redistribution of power and a total restructuring, which will probably confound most present-day managers. Block transcends all extant leadership literature with this primary source on the organizational dynamics of the future, which will soon be copied.

Wave Rider: Leadership for High Performance in a Self-Organizing World. Owen, Harrison. Berrett-Koehler Publishers Inc, 2008.

With characteristic humility Harrison has issued an invitation for authentic leaders to recognize the true nature of how effective organizations work. We have only to decide whether we try to convince ourselves we are still in control or get on the board and become a 'wave rider.'"

Harvard Business Review: The Essential Guide to Leadership: Eight Unique Perspectives on Becoming a Stronger Leader. Buckingham, Marcus, et al.

An HBR compilation of special articles on leadership written by authors including Marcus Buckingham and Peter Drucker on topics such as; Be a Better Leader, Have a Richer Life... Managing Oneself... What Great Managers Do... and others.

Leadership and Self-Deception: Getting Out of the Box. The Arbinger Institute, Berret Koehler, 2010.

Through a story everyone can relate to about a man facing challenges on the job and in his family, the authors expose the fascinating ways that we can blind ourselves to our true motivations and unwittingly sabotage the effectiveness of our own efforts to achieve success and increase happiness. The book describes how to consistently tap into an innate ability that dramatically improves both your results and your relationships.

2- Supervisory Skills

Manager's Toolkit: The 13 Skills Managers Need to Succeed. Harvard Business Essentials, HBS Press, 2004

Zeroing in on the specific skills that make great managers stand out from the pack, this comprehensive guide is both an essential primer for new managers and a valuable resource for seasoned executives. From hiring and retaining good people to motivating and developing team members, from understanding key financial statements to delegating work effectively, and from setting goals for others to managing your own career, this actionable guide walks readers through every aspect of managing in a complex business world. Filled with practical tools and tips, this essential toolkit helps managers to stay at the top of their game.

3- Organization Development/Systems Thinking

The Age of Heretics: Heroes, Outlaws, and the Forerunners of Corporate Change. Kleiner, Art. Doubleday Business, 1988.

The Age of Heretics offers one of the few compelling, intelligent, thoroughly researched histories of the field of organizational development. Focusing largely on the 1960s and 1970s, Art Kleiner details the origins of T-Groups, Theory X and Theory Y, scenario planning, systems thinking, and much more. He proves particularly adept at summarizing an approach or technique succinctly, as if in passing, and all the while in the context of corporate change movements.

The Fifth Discipline: The Art and Practice of The Learning Organization. Senge, Peter. Crown Business, 2006.

Peter Senge, founder of the Center for Organizational Learning at MIT's Sloan School of Management, experienced an epiphany while meditating one morning back in the fall of 1987. That was the day he first saw the possibilities of a "learning organization" that used "systems thinking" as the primary tenet of a revolutionary management philosophy. He advanced the concept into this primer, originally released in 1990, written for those interested in integrating his philosophy into their corporate culture.

The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. Senge Peter, et al. Crown Business, 1994.

A step-by-step guide to establishing learning organizations within existing companies functions as a participative workbook, with exercises for both individuals and teams, suggested approaches and ideas, and success stories.

The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations. Cross, Rob and Andrew Parker. Harvard Business Press, 2004.

That organizational charts rarely describe functional hierarchy is obvious to any employee who's ever tried to adhere to one. Instead, survival often depends on incorporating oneself into unofficial social networks that allow one to gain access to necessary information and to collaborate with the colleagues who can actually get things done. In this dense but useful volume, Cross and Parker—both consultants with IBM's Knowledge and Organizational Performance Forum—give readers insight into how such unofficial networks form and function. They also share their methodology for rendering these basically unseen networks visible to managers. By literally mapping information flow and collaboration patterns among the people who make up a department or firm, they can pinpoint individual bottlenecks, essential employees and those who have been pushed to the periphery or whose expertise is underutilized. Their analysis enables managers to adapt their strategies to exploit and support these now visible networks and improve overall productivity.

Leading Systems: Lessons from the Power Lab. Oshry, Barry. Berrett-Koehler Publishers, 1999.

In three parts, management educator Barry Oshry explains the phenomena of systems and leadership as experienced through his innovative Power Lab, a total-immersion experience that shows how to exert leadership in the family, the community, organizations, and the nation. The Power Lab shows how and why we repeatedly fall into systemic relationship problems, and what it takes to break out of the pattern. Once people recognize that they are system creatures, they can begin to master system processes rather than fall victim to them.

Reframing Organizations: Artistry, Choice, and Leadership. Bolman, Lee G. and Terrence E. Deal. Jossey-Bass, 2008.

Bolman & Deal encourage leaders to step back and re-examine the operation of their organization through the use of various frames or windows. These different lenses can bring organizational life into a different or clearer focus. They allow the leader to view the workplace from different images to make judgments, gather information and get things done.

Start-Up Nation, The Story of Israel's Economic Miracle. Senior, Dan and Saul Singer. Hachetter Book Group, 2009.

Senior, senior fellow at the Council on Foreign Relations, and Singer (Confronting Jihad) track Israel's economic prowess using a number of factors, including the social networks and leadership training provided by Israel's mandatory military and reserve service, a culture of critique fostered by centuries of Jewish tradition and an open immigration policy for Jews that continually restocks Israel's population with motivated people from around the world—all of which foster a business climate in which risk is embraced and good ideas are given a chance to grow. The authors ground their analysis in case studies and interviews with some of Israel's most brilliant innovators to make this a rich and insightful read not just for business leaders and policy makers but for anyone curious about contemporary Israeli culture.

4- Leading Change

Appreciative Intelligence: Seeing the Mighty Oak in the Acorn. Thatchenkery, Tojo and Carol Metzker. Berrett-Koehler Publishers Inc. 2006.

Arguing that the keys to Appreciative Intelligence are revealing the hidden value in others and building an infrastructure, environment, or culture that spreads the leader's Appreciative Intelligence, Tojo Thatchenkery and Carol Metzker draw on real-life examples and thorough interviews with top executives to identify actual examples of this elusive ability. While researchers will find several chapters digging into the biological basis for Appreciative Intelligence of considerable academic interest, probably the biggest payoff of this book for organizational practitioners is the last chapter on how to apply the principles to employee development efforts.

The Change Leader's Roadmap: How to Navigate Your Organization's Transformation. Ackerman Anderson, Linda, and Dean Anderson. Wiley, 2010.

*The Change Leader's Roadmap is a nine-phase process model built to help you plan, design, and implement your content and people changes. It organizes your process for moving your organization from where it is today to where it needs to be to ensure continued success in your marketplace. As a roadmap, the model doesn't tell you what to change; instead, it provides guidance for **how** to change so that you get your intended business outcomes while simultaneously engaging your people in positive ways that bolster your culture, change readiness, and capability to succeed.*

The Corporate Culture Survival Guide. Schein, Edgar H. Jossey-Bass, 1999.

After describing methodologies for determining the current state of corporate culture, Schein presents models for changing those cultures. With mergers and acquisitions throwing disparate corporate cultures together at an unprecedented rate, the need to find a common ground and create effective business practices has become a real problem; Schein's methodologies and models should be welcome tools in helping companies reevaluate and reform their identities.

The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations. Senge, Peter, et al. Doubleday, 1999.

*Since its release in 1990, Peter M. Senge's bestselling [The Fifth Discipline](#) has converted readers to its innovative business principles of the "learning organization," personal mastery, and systems thinking. Published nearly a decade later, *Dance of Change* provides a formidable response to businesspeople wondering how to make his programs stick. He outlines potential obstacles (such as initiating transformation, personal fear and anxiety, and measuring the unmeasurable) and proposes ways to turn these obstacles into sources of improvement.*

The Heart of Change: Real-Life Stories of How People Change Their Organizations. Kotter, John P. and Dan S. Cohen. Harvard Business School Press, 2002.

*"Never underestimate the power of a good story," Kotter and Cohen testify in this highly readable sequel to Kotter's groundbreaking *Leading Change*. Practicing what they preach, they have culled, from hundreds of interviews conducted by Deloitte Consulting, the 34 most instructive and vivid accounts of companies undergoing large-scale change. With chapters organized by each of the eight stages of change Kotter identified in his 1996 bestseller, the authors deftly contrast success stories with fumbles, then utilize the compare-and-contrast format for lively "how-to/how-not-to" discussion.*

Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization. Kegan, Robert and Lisa Laskow Lahey. Harvard Business Press, 2009.

In Immunity to Change, authors Robert Kegan and Lisa Lahey show how our individual beliefs--along with the collective mind-sets in our organizations--combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us.

John P. Kotter On What Leaders Really Do. Kotter, John P. Harvard Business School Press, 1999.

The articles in the book sensibly point out the difference between management and leadership; they advocate setting a direction rather than planning and budgeting, and motivating people rather than controlling them. They are tied together effectively by the aforementioned new essay, in which Kotter presents his "Ten Observations About Management Behavior" to summarize the concepts he has developed over a 30-year career.

The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action. Pfeffer, Jeffrey, and Robert I. Sutton. Harvard Business School Press, 2000.

"Did you ever wonder why so much education and training, management consultation, organizational research and so many books and articles produce so few changes in actual management practice?" ask Stanford University professors Pfeffer and Sutton. "We wondered, too, and so we embarked on a quest to explore one of the great mysteries in organizational management: why knowledge of what needs to be done frequently fails to result in action or behavior consistent with that knowledge." The authors describe the most common obstacles to action---such as fear and inertia--and profile successful companies that overcome them.

Leading Change: An Action Plan From the World's Foremost Expert on Business Leadership. Kotter, John P. Harvard Business School Press, 1996.

After trying an endless array of quick fixes and other panaceas, executives struggling to stay in business in a rapidly changing world are finding it necessary to consider more fundamental reasons for their lack of success. Kotter (The New Rules: A Force for Change, Free Pr., 1995) now offers a practical approach to an organized means of leading, not managing, change. He presents an eight-stage process of change with highly useful examples that show how to go about implementing it. Based on experience with numerous companies, his sound advice gets directly at reasons that organizations fail to change, reasons that concern primarily the leader.

Power of Pull: How Small Moves, Smartly Made, Can Set Big Things in Motion. Hagel, John III, et al. Basic Books, 2010.

In a ferociously dynamic world, what happens if we can't plan but can only adapt? We must move, say the authors, from push to pull. At the center of the pull strategy is an individual (not a corporation) who has access to knowledge flows, takes advantage of porous boundaries and serendipitous interactions, and occupies new creative spaces to achieve a novel order of performance. I know. It's a complex model with several moving parts. But it makes for an exhilarating read as the authors sublimely reinvent the world of enterprise.

The Tipping Point: How Little Things Can Make a Big Difference. Gladwell, Malcolm. Back Bay Books, 2002

Gladwell's thesis that ideas, products, messages and behaviors "spread just like viruses do" remains a metaphor as he follows the growth of "word-of-mouth epidemics" triggered with the help of three pivotal types. These are Connectors, sociable personalities who bring people together; Mavens, who like to pass along knowledge; and Salesmen, adept at persuading the unenlightened. (Paul Revere, for example, was a Maven and a Connector).

HBR's 10 Must Reads: On Change. Kotter, John P., et al. Harvard Business Review Press, 2011.

A collection of definitive articles from Harvard Business Review on topics such as; Change Through Persuasion... Radical Change, the Quiet Way... Tipping Point Leadership... and others.

Managing Transitions: Making the Most of Change. Bridges, William. Addison-Wesley, 1991.

In Managing Transitions, William Bridges provides a clear understanding of what change does to employees and what employees in transition can do to an organization, and he shows how to minimize the distress and disruptions caused by change.

5- Emotional Intelligence

The EQ Edge: Emotional Intelligence and Your Success. Stein, Steven J. and Howard E. Book. Stoddart, 2000.

Most professionals agree on the critical importance of EI, but often resolve into abstract discussions and debate as to what it is, how it is best measured, etc. The EQ Edge cuts through the abstractions, not only clarifying emotional intelligence, but it goes much further in providing the reader with a practical user's guide. After reading this book, not only will you be more EI knowledgeable, but you will know how to manage your emotional intelligence for the better, in work and virtually every other aspect of life.

Primal Leadership: Realizing the Power of Emotional Intelligence. Goleman, Daniel, et al. Harvard Business School Press, 2002.

Bestselling author Daniel Goleman's theories on emotional intelligence (EI) have radically altered common understanding of what "being smart" entails, and in Primal Leadership, he and his coauthors present the case for cultivating emotionally intelligent leaders. Since the actions of the leader apparently account for up to 70 percent of employees' perception of the climate of their organization, Goleman and his team emphasize the importance of developing what they term "resonant leadership." Focusing on the four domains of emotional intelligence--self-awareness, self-management, social awareness, and relationship management--they explore what contributes to and detracts from resonant leadership, and how the development of these four EI competencies spawns different leadership styles.

Points of Influence: A Guide to Using Personality Theory at Work. Segal, Morley. Jossey-Bass, 1996.

Groups, teams, and other new ways of working together have become commonplace in today's organizations. In spite of all of these changes, one element remains the same: the basic building block of all work activities is the individual employee. Points of Influence helps coach managers, team leaders, and trainers to gain a better understanding of employee motivation and how they can influence behavior, increase their own personal self-awareness, and expand their managerial skills.

Social Intelligence: The New Science of Human Relationships. Goleman, Daniel. Bantam Books, 2006.

In this companion volume to his bestseller, Emotional Intelligence, Goleman persuasively argues for a new social model of intelligence drawn from the emerging field of social neuroscience. Describing what happens to our brains when we connect with others, Goleman demonstrates how relationships have the power to mold not only human experience but also human biology.

Focus: The Hidden Driver of Excellence. Goleman, Daniel. Harper, 1013.

Combining cutting-edge research with practical findings, Focus delves into the science of attention in all its varieties, presenting a long overdue discussion of this little-noticed and under-rated mental asset. In an era of unstoppable distractions, Goleman persuasively argues that now more than ever we must learn to sharpen focus if we are to survive in a complex world. Goleman boils down attention research into a threesome: inner, other, and outer focus. Drawing on rich case studies from fields as diverse as competitive sports, education, the arts, and business, he shows why high-achievers need all three kinds of focus, and explains how those who rely on Smart Practices—mindfulness meditation, focused preparation and recovery, positive emotions and connections, and mental “prosthetics” that help them improve habits, add new skills, and sustain greatness—excel while others do not.

6- Effective Meetings

The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Manager, Trainers, and Coaches. Schwarz, Roger. Jossey-Bass, 2002.

The book is a classic work for consultants, facilitators, managers, leaders, trainers, and coaches--anyone whose role is to guide groups toward realizing their creative and problem-solving potential. This thoroughly revised edition provides the essential materials for facilitators and includes simple but effective ground rules for group interaction. Filled with illustrative examples, the book contains proven techniques for starting meetings on the right foot and ending them positively and decisively. This important resource also offers practical methods for handling emotions when they arise in a group and offers a diagnostic approach for identifying and solving problems that can undermine the group process.

Wake Me Up When the Data is Over: How Organizations Use Stories to Drive Results. Silverman, Lori. Jossey-Bass, 2006

This book includes real-life examples from over 70 respected organizations, small and large, representing a multitude of industries using stories to drive results. Leaders from organizations such as Microsoft, Landsâ End, Verizon, U.S. Air Force, and World Vision demonstrate the strong positive influence stories can have. No abstract theories or platitudes are conveyed here. The book spells out how Kevin Roberts, CEO worldwide of Saatchi & Saatchi, achieved sustained sales growth after several mergers and downsizings caused the organization to fall on hard times. It also shows how Erik Shaw, president and CEO of FivePoint Federal Credit Union, overcame resistance to an organizational name change, resulting in membership growth exceeding the national average.

7- Communication / Conflict

Crucial Conversations: Tools for Talking When Stakes are High. Patterson, Kerry, et al. McGraw-Hill, 2002.

Crucial Conversations offers readers a proven seven-point strategy for achieving their goals in all those emotionally, psychologically, or legally charged situations that can arise in their professional and personal lives. Based on the authors' highly popular DialogueSmart training seminars, the techniques are geared toward getting people to lower their defenses, creating mutual respect and understanding, increasing emotional safety, and encouraging freedom of expression.

Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time. Scott, Susan. Berkley Trade, 2004.

Susan Scott believes that interpersonal difficulties--at work and at home--are a direct result of our inability to communicate well. Fierce Conversations is based on principles from her international consulting practice, in which she teaches executives how to conduct such exchanges more dynamically and ultimately more effectively, thereby improving the relationships they enjoy with their various dialogue partners "one conversation at a time."

The Leader as Martial Artist: Techniques and Strategies for Resolving Conflict and Creating Community. Mindell, Arnold. Lao Tse Press, 2000.

Deep democracy, the inherent importance of all parts of ourselves and all viewpoints in the world around us, is introduced as the concept that facilitates conflicts in relationships, communities, and the world. Skills and attitudes needed in situations of chaos, attack, transformation and conflict are provided, and examples from all over the world illustrate the theory.

The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative. Denning Stephen. Jossey-Bass, 2011.

In his best-selling book, Squirrel Inc., former World Bank executive and master storyteller Stephen Denning used a tale to show why storytelling is a critical skill for leaders. Now, in this hands-on guide, Denning explains how you can learn to tell the right story at the right time. Whoever you are in the organization CEO, middle management, or someone on the front lines you can lead by using stories to effect change. Filled with myriad examples, A Leader's Guide to Storytelling shows how storytelling is one of the few available ways to handle the principal and most difficult challenges of leadership: sparking action, getting people to work together, and leading people into the future. The right kind of story at the right time, can make an organization "stunningly vulnerable" to a new idea.

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

Named one of the "Best Business Books of the Year" (2007) by *Financial Times*: "Leaders don't just execute strategy, they must inspire others to follow...This book explains how."

Difficult Conversations: How to Discuss What Matters Most. Stone, Douglass, et al. Penguin, 2000.

Based on fifteen years of research at the Harvard Negotiation Project, Difficult Conversations walks you through a proven step-by-step approach for how to have your toughest conversations with less stress and more success. It shows you how to prepare yourself; how to start the conversation without defensiveness; and how to keep it constructive and focused regardless of how the other person responds.

Building Trust: In Business, Politics, Relationships, and Life. Solomon, Robert C., and Flores, Fernando. Oxford University Press, 2001.

In business, politics, marriage, indeed in any significant relationship, trust is the essential precondition upon which all real success depends. But what, precisely, is trust? How can it be achieved and sustained? And, importantly, how can it be regained once it has been broken?

The Art of Framing: Managing the Language of Leadership. Fairhurst, Gail T., and Sarr, Robert R. Jossey-Bass, 1996.

How does a leader get others to see things the way he or she sees them? These authors assert that one of the most powerful ways is through the precise use of language. Looking beyond the world of business to politics, entertainment, sports, and education, The Art of Framing presents dozens of real-life examples to illustrate how leaders gain support for their vision and inspire prompt action in their constituents by skillfully using language to frame events, ideas and goals at every opportunity. Using these proven technique, you can enjoy the same results.

Getting to Yes: Negotiating Agreement Without Giving In. Fisher, Roger, and Ury, William. Penguin, 1991.

Getting to Yes is a straightforward, universally applicable method for negotiating personal and professional disputes without getting taken -- and without getting angry. It offers a concise, step-by-step, proven strategy for coming to mutually acceptable agreements in every sort of conflict -- whether it involves parents and children, neighbors, bosses and employees, customers or corporations, tenants or diplomats.

8- Transformational Learning

The Art of Possibility: Transforming Professional and Personal Life. Stone Zander and Benjamin Zander. Penguin, 2002.

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. Indeed, this book assumes the emotional intelligence and desire to engage of its reader, promising access to the rewards of that door-opening notion--possibility--in return.

Building the Bridge as You Walk on it. Quinn, Robert. Jossey-Bass, 2004.

Building the Bridge As You Walk On It tells the personal stories of people who have embraced deep change and inspired author Robert Quinn to take his concept one step further and develop a new model of leadership-- "the fundamental state of leadership." The exploration of this transformative state is at the very heart of the book. Quinn shows how anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity--reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love. After each chapter, Quinn challenges you to assess yourself with respect to each practice and to formulate a strategy for personal growth.

The Human Element: Productivity, Self-Esteem, and the Bottom Line. Schutz, Will. Jossey-Bass, 1994.

The complexities surrounding the diversity of individuals within the entire workforce is the main focus of this new work by the author of The Truth Option (Ten Speed Pr., 1984). Schutz offers a solid perspective which demonstrates that

people and process are not mutually exclusive. Clarifying his view of interpersonal workforce relationships by devising a Periodic Table of Human Elements, he argues that self-concept and self-esteem are essential to the success of any organization.

Leadership: The Inner Side of Greatness: A Philosophy for Leaders. Koestenbaum, Peter. Jossey-Bass, 2002.

Believing that leadership is a "mindset and a pattern of behaviors" that can be learned and taught, Koestenbaum presents and illustrates the meaning of his "Leadership Diamond." This consists of "four strategies for greatness": vision (thinking big and new), reality (having no illusions), ethics (providing service), and courage (acting with sustained initiative).

Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition. Perkins, Dennis N.T., et al. Amacom, 2000.

A former Marine lieutenant, Perkins introduces 10 key concepts he believes are essential to productive leadership with lively anecdotes from the adverse but ultimately successful expedition to the South Pole led by Ernest Shackleton in 1914 (his entire crew survived on the ice with almost no supplies or hope for rescue after their ship drifted off course and was crushed), which he contrasts with a disastrous Canadian expedition launched at almost the same time.

Blink: The Power of Thinking Without Thinking. Gladwell, Malcolm. Little, Brown, 2005.

Blink is a book about how we think without thinking, about choices that seem to be made in an instant—in the blink of an eye—that actually aren't as simple as they seem. Why are some people brilliant decision makers, while others are consistently inept? Why do some people follow their instinct and win, while others end up stumbling into error? How do our brains really work—in the office, in the classroom, in the kitchen, and in the bedroom? And why are the best decisions often those that are impossible to explain to others?

Mindset: The New Psychology of Success. Dweck, Carol S. Ballantine Books 2008.

Dweck explains why it's not just our abilities and talent that bring us success—but whether we approach them with a fixed or growth mindset. She makes clear why praising intelligence and ability doesn't foster self-esteem and lead to accomplishment, but may actually jeopardize success. With the right mindset, we can motivate our kids and help them to raise their grades, as well as reach our own goals—personal and professional. Dweck reveals what all great parents, teachers, CEOs, and athletes already know: how a simple idea about the brain can create a love of learning and a resilience that is the basis of great accomplishment in every area.

Drive: The Surprising Truth About What Motivates Us. Pink, Daniel H. Penguin, 2009.

Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

Before Happiness: The 5 Hidden Keys to Achieving success, Spreading Happiness, and Sustaining Positive Change. Achor, Shawn. Crown 2013.

In his international bestseller, The Happiness Advantage, Harvard trained researcher Shawn Achor described why happiness is the precursor to greater success. This book is about what comes before both. Because before we can be happy or successful, we need to first develop the ability to see that positive change is possible. Only once we learn to see the world through a more positive lens can we summon all our motivation, emotion, and intelligence to achieve our personal and professional goals.

9- Neurology & Leadership

Buddha's Brain: The Practical Neuroscience of Happiness, Love & Wisdom. Hanson, Rick. New Harbinger Publications, 2009.

The brain physiology associated with spiritual states has been fertile ground for researchers and writers alike. Neuropsychologist and meditation teacher Hanson suggests that an understanding of the brain in conjunction with 2,500-year-old Buddhist teachings can help readers achieve more happiness. He explains how the brain evolved to keep humans safe from external threats; the resulting built-in negativity bias creates suffering in modern individuals. Citing psychologist Donald Hebb's conclusion that when neurons fire together, they wire together, Hanson argues that the brain's functioning can be affected by simple practices and meditation to foster well-being. Classic Buddhist concepts such as the three trainings—mindfulness, virtuous action and wisdom—frame Hanson's approach.

Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus and Working Smarter All Day Long. David Rock, Harper Collins, 2009.

Cutting edge application of neuroscience to the world of leadership and organizational effectiveness, YOUR BRAIN AT WORK explores issues such as: why our brains feel so taxed, and how to maximize our mental resources; why it's so hard to focus, and how to better manage distractions; how to maximize your chance of finding insights that can solve seemingly insurmountable problems; how to keep your cool in any situation, so that you can make the best decisions possible; how to collaborate more effectively with others; why providing feedback is so difficult, and how to make it easier; how to be more effective at changing other people's behavior

The Mind Map Book: How to Use Radiant Thinking to Maximize Your Brain's Untapped Potential. Buzman, Tony. Penguin, 1993.

The potential of the human brain is phenomenal, and Tony Buzan has been a pioneer in researching that potential and helping people learn how to make the most of their brainpower. The Mind Map Book is his most important and comprehensive book on the subject. It offers exciting new ways of using and improving memory, concentration, and creativity in planning and structuring thought on all levels, in order to accelerate the ability to learn, remember, and record information

10- Accountability / Results

Execution: The Discipline of Getting Things Done. Bossidy, Larry and Ram Charan. Crown Business, 2002.14

Bossidy and Charan aver that execution is a discipline integral to strategy, that it is the major job of any business leader hoping not just to be a success but to dominate a market, and that it is a core element of corporate culture. Details of both successful and unsuccessful executions at corporations such as Dell, Johnson & Johnson, and Xerox, to name a few, support not only their how-to method for bringing execution to the forefront but also the need for it.

Freedom and Accountability at Work: Applying Philosophic Insight to the Real World. Koestenbaum, Peter and Peter Block. Jossey-Bass, 2001.

The fundamental point of [this] book is that the basic tenets of philosophy can be applied to life, particularly to the workplace, to such an extent that our lives can be changed. The primary focus is on the concept of individual freedom

and how managers can best utilize that concept to create a more productive, but at the same time more humane, work environment.

The Accountability Revolution: Achieve Breakthrough Results in Half the Time. Samuel, Mark. IMPAQ 2000.

The Accountability Revolution cuts to the chase and tells you how to : increase morale and productivity even when downsizing; lower the number of management hours spent dealing with team conflicts; achieve your productivity goals for the first time in years; increase performance ratings from the lowest to the highest; decrease turnover while strengthening all your relationships; earn more profit and meet your challenges head on.

Results Based Leadership: How leaders build the business and improve the bottom line. Ulrich, Dave, et al. HBS Press, 1999.

Results-Based Leadership shows executives how to deliver results in four specific areas: results for employees, for the organization, for its customers, and for its investors. The authors provide action-oriented guidelines that readers can follow to develop and hone their own results-based leadership skills. By shifting our focus to the connection between the attributes and the results of leadership, this perceptive new guide fundamentally improves our understanding of effective leadership. Results-Based Leadership brings a refreshing clarity and directness to the leadership discussion, providing a hands-on program to help executives succeed with their leadership challenges.

11- Strategy

Playing to Win: How Strategy Really Works. A.G. Lafley & Roger L. Martin. Harvard Business Review Press.

Winning CEO A.G. Lafley is now back at the helm of consumer goods giant Procter & Gamble. If you want to know the strategy he'll use to restore P&G to its former dominance—read this book.

Playing to Win, a noted Wall Street Journal and Washington Post bestseller, outlines the strategic approach Lafley, in close partnership with strategic adviser Roger Martin, used to double P&G's sales, quadruple its profits, and increase its market value by more than \$100 billion when Lafley was first CEO (he led the company from 2000 to 2009). The book shows leaders in any type of organization how to guide everyday actions with larger strategic goals built around the clear, essential elements that determine business success—where to play and how to win.

Fast Strategy: How Strategic Agility Will Help You Stay Ahead of the Game. Doz, Yves and Mikko Kosonen. Wharton School Publishing; 2008.

In today's constantly shifting business environment, being able to adapt to change is the key to survival for many companies. Learn how you can thrive on change and ensure your company remains on top.

Megacommunities: How Leaders of Government, Business and Non-Profits Can Tackle Today's Global Challenges Together. Gerencser, Mark, et al. Palgrave MacMillan, 2008.

A hurricane strikes a city; terrorists attack a nation; global warming threatens the environment--such problems are too large for any one authority to solve alone. Our increasingly globalized and interconnected world calls for a new type of tri-sector leadership in which business, government and nonprofits work together in a state of permanent negotiation. To be effective, tomorrow's leaders will need to reach across national and sector divisions to form a collaborative "megacommunity." Based on interviews with over 100 leaders from around the world including Bill Clinton, Henry Kissinger, Kenneth Chennault and Richard Parsons, MEGACOMMUNITIES introduces a radically new framework for reaching solutions to today's thorniest problems.

Visual Leaders: New Tools For Visioning, Management, and Organization Change.

Sibbet, David. Wiley, 2013.

Visual Leaders explores how leaders can support visioning and strategy formation, planning and management, and organization change through the application of visual meeting and visual team methodologies organization wide—literally "trans-forming" communications and people's sense of what is possible. It describes seven essential tools for visual leaders—mental models, visual meetings, graphic templates, decision theaters, roadmaps, Storymaps, and virtual visuals—and examples of methods for implementation throughout an organization.

Simplified Strategic Planning: A No-Nonsense Guide For Busy People Who Want Results Fast! Bradford, Robert W. and Duncan, J. P. Chandler House Press, 2000.

This book brings a refreshing break from the pop-up solutions and management fads—it offers a roadmap to success and answers essential questions of business: What are you going to sell? Who are your customers? How can you beat or avoid the competition?

12- Effective Teams

Solving the Cross-Work Puzzle: Succeeding in the Modern Organization. Crosby, Robert, Leadership Institute of Seattle, 1994.

In Solving the Cross-Work Puzzle, Crosby makes the case that so much work in companies today is done across-rather than within-functional units, yet the predominant organizational model continues to be based on vertical hierarchies with authority derived from one's position in the chain. No fan of leaderless teams, Bob Crosby advocates clear sponsorship, clear task assignments, and decisive action to enhance the success of project teams.

The Emotionally Intelligent Team: Understanding and Developing the Behaviors of Success. Hughes, Marcia, and Terrell, James B. Jossey-Bass 2007.

Offers practical information and a guide to help organizations draw on the power of the emotional competencies of their teams. They reveal how individuals, team members, and leaders can take the steps to become more emotionally intelligent team members and show how to put in place the practices and exercises that will help any team grow in emotional intelligence. The book outlines the seven emotional competencies of teams including team identity, motivation, emotional awareness, communication, stress tolerance, conflict resolution, and positive mood.

When Teams Work Best: 6,000 Team Members and Leaders Tell What it Takes to Succeed. LaFasto, Frank, and Larson, Carl. Sage 2001.

When Teams Work Best shares the five critical factors that ensure team success and outlines specific strategies and techniques you can use as a member or leader of a team. Do members of your team demonstrate the abilities and behaviors necessary to maximize team results? What relationship behaviors build and sustain strong teams? Does your team have an effective process for solving difficult problems? As a team leader, do you demonstrate the six strengths of highly effective leaders? Does your organizational environment foster teamwork or get in its way?

Overcoming Five Dysfunctions of a Team - Field Guide. Lencioni, Patrick. Jossey-Bass, 2005.

Lencioni offers more specific, practical guidance for overcoming the Five Dysfunctions—using tools, exercises, assessments, and real-world examples.