Loma Linda University Shared Services Leadership Development Plan

November, 2011

Selected Leadership Reading List

Below is a list of recommended readings on Leadership. Each book is classified based on the five dimensions of leadership: Values (V), Self-Awareness (S), Task Management (T), Leading Others (L), and Innovation (I).

Dimension	Title, Author, Publisher and Description
L, I	**A Sense of Urgency**. By John P. Kotter. Harvard Business Press, 2008. Complacent organizations cannot keep pace with today's accelerating rate of change. Competitors, evolving markets and technological developments will swamp organizations that try to sit things out on the sidelines. Today, organizations must adopt the "fierce urgency of now" ethos that Dr. Martin Luther King Jr. made famous in the 1960s. The author explains why by telling leaders how to foster a "sense of urgency" among their employees. He contrasts "true urgency" with "false urgency" and discusses why negative pressure is counterproductive. This clear, enthusiastic book is recommended to executives who want to motivate employees, meet crucial goals and effect change in their organizations.
I	**Good to Great: Why Some Companies Make the Leap...and Others Don't.** By Jim Collins. HarperBusiness, 2001. The author identifies and evaluates the factors and variables that allow a small fraction of companies to make the transition from merely good to truly great. 'Great,' an admittedly subjective term, is operationally defined according to a number of metrics, including, specifically, financial performance that exceeded the market average by several orders of magnitude over a sustained period of time. Using these criteria, Collins and his research team exhaustively catalogued the business literature, identifying a handful of companies that fulfilled their predetermined criteria for greatness. Then, the defining characteristics that differentiated these 'great' firms from their competitors were quantified and analyzed. The resulting data address a number of management, personnel, and operational practices, behaviors, and attitudes that are both conducive and antithetical to the good-to-great transition. One overarching theme that links together virtually all of Collins' arguments is the need to define a narrowly focused objective and field of competency and then focus all of the company's resources toward that area of strength. Repeatedly, Collins warns that straying too far from a company's established strengths is unfavorable to the attainment of greatness.
S	**The Inner Work of Leaders: Leadership as a Habit of Mind**. By Barbara Mackoff and Gary Wenet. AMACOM, 2008.

	Leadership is not a role or a set of strategies. Instead, it is a point of view that begins with integrating and translating past relationships and experiences into powerful habits of mind. In this intriguing if flawed volume, the authors demonstrate how successful business people use "inner work" (a process of directing their reactions to complex and challenging situations) to overcome obstacles and advance their careers. Drawing on interviews with 65 successful executives, they provide profiles that show how each person's family influences, role models and life experiences have affected their ability to perform this inner work. Though the authors provide brief explanations for the various habits of leaders, they rely primarily on the profiles to convey their applications.
L	**Start With Why: How Great Leaders Inspire Everyone to Take Action**. By Simon Sinek. Portfolio, 2009. Why do you do what you do? Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with "why." This natural ability enabled them to inspire those around them and to achieve remarkable things. In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way -- and it's the complete opposite of what everyone else does. Sinek calls this powerful idea "The Golden Circle," and it provides a framework upon which organizations can be built, movements can be lead, and people can be inspired. And it all starts with "why." Those who start with "why" never manipulate, they inspire. And the people who follow them don't do so because they have to; they follow because they want to. Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire. This book is for anyone who wants to inspire others or who wants to find someone to inspire them.
L, S	**Greater Than Yourself: The Ultimate Lesson of True Leadership**. By Steve Farber. Crown Business, 2009. Too many people assume the timeless principles of true leadership—of helping others achieve their full potential—don't apply Monday through Friday during work hours or in any circumstance where a paycheck is involved. In this powerful and inspiring story, Farber shows that the goal of a genuine leader is to help others—teammates, employees, and colleagues—become more capable, confident, and accomplished than they are themselves. Through the actions of a forward-thinking and extraordinarily successful CEO, Farber reveals the three keys to achieving this: Expand Yourself, Give Yourself, and Replicate Yourself. Filled with actionable principles and innovative ideas, GREATER THAN YOURSELF is perhaps the most powerful message today's business leaders can learn.

L	**Why Should Anybody be Led by You? What It Takes to Be an Authentic Leader.** By Rob Goffee and Gareth Jones. Harvard Business Press, 2006. The authors provide a welcome balance to the many books advising that leadership is a matter of adopting this or that characteristic or technique. They emphasize the situational nature of leadership, the extent to which it depends on followers in a particular organizational context. They infer some basic principles for authenticity and leadership from what seems to be a solid body of empirical observation and interviews, including generally pointed, well-chosen anecdotes showing good leaders in action. The authors assert that even great leadership may not lead to good business results. They further state that an excessive emphasis on results is one of the great obstacles standing in the way of authentic, moral leadership.
L	**The Why of Work: How Great Leaders Build Abundant Organizations that Win.** By David Ulrich and Wendy Ulrich. McGraw-Hill, 2010. The authors present leadership ideas, processes, quotations and stories that drive home a thesis so right and true you might mistake it for common sense: Workers who care about their jobs and understand why they work will exceed your expectations and break the boundaries of their job descriptions. They will better serve customers who, in turn, will bind themselves to the thoughtful firm that produced such an enlightened staff. They explain how every person and organization can change for the good, while earning a profit. Along with positive psychology and happiness research, the book has useful grids, summaries and assessment tools to help you motivate your team. Some of the advice is soft and general; the authors acknowledge that they skim the surface of various disciplines. Yet when the authors become specific about how to build relationships or cultivate creativity, they show you concretely how to nurture a firm where business results and human development work together. This book is recommended to executives, managers and human resources personnel who hope to serve their customers and the world through deeper service to their employees.
L, V	**The Allure of Toxic Leaders: Why We Follow Destructive Bosses And Corrupt Politicians - and How We Can Survive Them**. By Jean Lipman-Blumen. Oxford UP, 2004. This intriguing, intellectual study of disastrous leadership offers a courageous interpretation of corporate scandal and political folly. Amoral leaders are not entirely to blame, the author argues. Rather, followers enable misguided leaders to rise to power and stay there. Her analysis applies psychological principles to

	Adolf Hitler's Germany and Jeff Skilling's Enron (not exactly parallel, but you get the idea) and concludes that toxic leaders' followers are willing victims who allowed misguided bosses to appeal to their basest instincts. While the author's assertions are startling, she makes a compelling case written in dense but readable prose with intriguing detail.
S, L	**The Truth about Leadership: The No-fads, Heart-of-the-Matter Facts You Need to Know**. By James M. Kouzes and Barry Z. Posner. Jossey-Bass, 2010. This straightforward guide reviews decades of research and distill it into 10 laws of successful leadership. Plainly written, it uses examples to convince you that leadership doesn't start with technology or innovation. Instead, you'll learn that leaders need to believe in themselves, build relationships and trust, know their own values, and never stop learning. The book throws in lessons about behaviors needed, attitudes to cultivate and actions to take as you ascend any leadership mountain. For managers, leaders-in-waiting and anyone interested in the soul of leadership, this quick and easy read.
L	**Multipliers: How the Best Leaders Make Everyone Smarter**. By Liz Wiseman and Greg McKeown. HarperBusiness, 2010. Everyone wants to elicit more from the people with whom they work (or live) and in this book, the authors show you how. By multiplying their contributions, you can draw more from people. This book describes the ways in which managers help others grow to become more than they thought they could be – or halt their growth and make them less than they wanted to be. Anchored in the research of the authors, as well as work from Carol Dweck and multiple-intelligences guru Daniel Goleman, this book will challenge you at every turn, adding value to your work and life. Readers with a natural distrust of dichotomies may question the ease with which the authors find a yang for every yin. For every "Challenger" there is a "Know-It-All." For every "Investor" there is a "Micromanager." Instead of being suspicious, think of these opposites as a continuum between those who "Multiply" and those who "Diminish" the talent around them.
L	**Leadership is an Art**. By Max Depree. Crown Business, 2004. Rather than offering a how-to manual on running a business, DePree, CEO of Herman Miller Inc., a manufacturer of office furniture, details in simple but imaginative language, a humanitarian approach to leadership. The artful leader, he argues, should recognize human diversity and make full use of his or her employees' gifts. He believes a leader is responsible not just for the health of a company's financial assets, but for its ethics. Advocating management through persuasion, and the exercise of democratic participation rather than

	concentrated power, he favors covenantal relationships with employees that rest on shared purpose, dignity and choice. The author stresses the need for communication, but his only direct guidance concerns the need for job performance reviews and self-evaluation.
S	**StrengthsFinder 2.0.** By Tom Rath. Gallup Press. 2007 Do you have the opportunity to do what you do best every day? Chances are, you don't. All too often, our natural talents go untapped. From the cradle to the cubicle, we devote more time to fixing our shortcomings than developing our strengths. To help people uncover their talents, Gallup introduced the first version of its online assessment, StrengthsFinder, in 2001 which ignited a global conversation and helped millions to discover their top five talents. In its latest national bestseller, *StrengthsFinder 2.0*, Gallup unveils the new and improved version of its popular assessment, language of 34 themes, and much more (see below for details). While you can read this book in one sitting, you'll use it as a reference for decades. Loaded with hundreds of strategies for applying your strengths, this new book and accompanying website will change the way you look at yourself--and the world around you--forever. Available exclusively in *StrengthsFinder 2.0*: (using the unique access code included with each book) * A new and upgraded edition of the StrengthsFinder assessment * A personalized Strengths Discovery and Action-Planning Guide for applying your strengths in the next week, month, and year * A more customized version of your top five theme report * 50 Ideas for Action (10 strategies for building on each of your top five themes).
S, L	**Crucial Conversations.** By Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler. McGraw-Hill. 2002. When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want. You'll learn how to:

	• Prepare for high-impact situations with a six-minute mastery technique; • Make it safe to talk about almost anything; • Be persuasive, not abrasive; • Keep listening when others blow up or clam up; • Turn crucial conversations into the action and results you want. Whether they take place at work or at home, with your neighbors, your co-workers or your spouse, crucial conversations can have a profound impact on your career, your happiness, and your future. With the skills you learn in this book, you'll never have to worry about the outcome of a crucial conversation again.
L, S	**The Speed of Trust.** By Stephen M.R. Covey. Free Press. 2006. This book challenges our age-old assumption that trust is merely a soft, social virtue, and instead demonstrates that it is a hard-edged, economic driver--a learnable and measurable skill that makes organizations more profitable, people more promotable, and relationships more energizing. CEO Covey informs readers how to inspire lasting trust in their personal and professional relationships, and in so doing to create unparalleled success and sustainable prosperity in every dimension of life. He shows business, government, and education leaders how to quickly and permanently gain the trust of their clients, coworkers, partners, and constituents. Like a ripple in the pond, trust begins within each of us personally, continues into our relationships, expands into our organizations, extends into our marketplace relationships, and ultimately encompasses our global society. Covey presents a road map to establish trust on every level, build character and competence, enhance credibility, and create leadership that inspires confidence.
L	**Keeping the Millennials: Why Companies are Losing Billions in Turnover to This Generation-And What to Do About It.** By Sujansky, Joanne G. and Jan Ferri-Reed. John Wiley & Sons. 2009. As the Baby Boomers retire and the young Millennials, also known as Generation Y, enter the workforce, this massive demographic shift is causing big problems for even the most successful companies. These Millennials are highly sought-after for their technological savvy, energetic work ethos, and young, hip attitude that can help companies connect with young consumers. But all is not well. Many companies are able to recruit Millennial workers effectively, but end up alienating and losing them shortly thereafter. Despite their good qualities, the Millennials don't always share the traditional values of Boomers, with whom they often come into conflict. Disenchanted, many Millennials give up and look for opportunities outside the corporate world. This high turnover rate among the young—who must be recruited, trained, and then replaced—is costing companies billions of dollars every year. If your company is struggling to hang on to young workers, *Keeping the*

| | *Millennials* offers sage advice and smart strategies for building a workplace that welcomes employees of every generation. It explains how to lower turnover rates and the high costs that accompany them and suggests effective policies for attracting and retaining young workers. You'll learn where and how to find energetic twenty-somethings; the big mistakes that could brand your company as a bad place for young professionals; the most common complaints the generations direct at each other; and the top ten things you can do to make your company a place where young people want to stay and build a career.

Today, you can't afford to let generational differences stand in the way of getting things done. Nor can you afford to alienate one generation by favoring another. Happy employee—of every generation—lead to happy customers. If you want to keep your business stocked with young, fresh, talented people—and dramatically cut your turnover costs in the process—*Keeping the Millennials* shows you how to turn conflict into collaboration, productivity, and business success. |