LEADERSHIP
ANNOTATED BIBLIOGRAPHY
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PROVIDED BY:

jim ice
& associates

RESOURCES for NEW LEADERS

Skills for New Managers – (Briefcase)

by Morey Stettner

Skills for New Managers, Second Edition, covers the essential areas of new management like hiring new employees by asking the right questions, delegating work efficiently, dealing with the stress, communicating effectively, and developing mentoring, leadership, and coaching skills. Written specifically for today's busy manager, Briefcase Books feature eye-catching icons, checklists, and sidebars to guide managers step by step through everyday workplace situations.

The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running [Kindle Edition]

by Don Grimme

Novice managers have their work cut out for them: all new skills to learn, different personalities to deal with, and greater responsibilities to fulfill. "The New Manager's Tool Kit " provides a fresh, friendly approach for those charged with the task of supervision. The book encourages readers to take on the challenges of management and provides them with fast, powerful lessons to help them: increase productivity - unlock hidden talent - work with different types of people - communicate effectively - diagnose problems - coach good or problematic employees - turn on teamwork - avoid burnout - eliminate conflict - nurture the next generation of managers Ranging from basic skills to those more advanced, this book gives fledgling managers the help they need to succeed with flying colors, right from the start.

The Situational Leader

by Dr. Paul Hersey

Increase your productivity and profit through america's most influential leadership program used by over ten million managers in more than one thousand top companies. For organizations to achieve excellence in today's world the commitment to develop people is becoming increasingly important. It is the effective utilization of the human resources that is the cornerstone to high performing organizations. This book presents a practical framework to developing people and increasing productivity. Based on a proven, easy-to-apply model that has already trained over ten million managers at more than one thousand corporations including General Motors, Nortel, FedEx, IBM, Xerox, and Merck, The Situational Leader is for managers, parents, supervisors -- everyone involved in the difficult and delicate task of influencing others. It is the story of a manager responsible for achieving results, developing people and contributing to organizational success. The Situational Leader reminds the reader that it is not enough to describe your leadership style or communicate your intentions. A Situational Leader assesses the performance of others and takes the responsibility for making things happen.

Essential Managers Manual

by [Robert Heller](#), [Tim Hindle](#)

Imagine you've finally snagged that long-awaited promotion to the ranks of management and you're suddenly faced with your first official presentation before the boss, first interview with a job applicant, first contact with a "demotivated" subordinate, or first truly critical decision. If there is no one you can comfortably turn to for assistance--a common problem today for many in this position--the *Essential Manager's Manual*, by consultants-communicators Robert Heller and Tim Hindle, could prove invaluable. This logically organized encyclopedia of leadership fundamentals concisely explains the basic actions required in these and other common corporate scenarios, making it a useful resource for information on business communications, time management, decision-making, and a broad array of personnel issues ranging from motivating a staff to realizing when they are suffering from stress. "Stress can be infectious, so you need to recognize it in others before it affects the people with whom they work (including you). There are many ways of reacting to stress; learn to notice common warning signs so that you have time to decide how to react," begins this representative section, before going on to offer specifics on spotting and mitigating its potential impact.

One Minute Manager

by [Ken Blanchard](#), [Conger Eric](#)

For more than twenty years, millions of managers in Fortune 500 companies and small businesses nationwide have followed *The One Minute Manager*'s techniques, thus increasing their productivity, job satisfaction, and personal prosperity. These very real results were achieved through learning the management techniques that spell profitability for the organization and its employees. *The One Minute Manager* is a concise, easily read story that reveals three very practical secrets: One Minute Goals, One Minute Praisings, and One Minute Reprimands. The audio also presents several studies in medicine and the behavioral sciences that clearly explain why these apparently simple methods work so well with so many people. By the audio's end you will know how to apply them to your own situation and enjoy the benefits.

Leadership and the One Minute Manager : Increasing Effectiveness Through Situational Leadership

by [Ken Blanchard](#), [Patricia Zigarmi](#)

"*Leadership and the One Minute Manager(r)* teaches strategies that put possibility thinking into action. It's a must for manager and parents."

Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life

by [Spencer Johnson](#), [Kenneth H. Blanchard](#)

Change can be a blessing or a curse, depending on your perspective. The message of *Who Moved My Cheese?* is that all can come to see it as a blessing, if they understand the nature of cheese and the role it plays in their lives. *Who Moved My Cheese?* is a parable that takes place in a maze. Four beings live in that maze: Sniff and Scurry are mice--nonanalytical and

nonjudgmental, they just want cheese and are willing to do whatever it takes to get it. Hem and Haw are "littlepeople," mouse-size humans who have an entirely different relationship with cheese. It's not just sustenance to them; it's their self-image. Their lives and belief systems are built around the cheese they've found. Most of us reading the story will see the cheese as something related to our livelihoods--our jobs, our career paths, the industries we work in-- although it can stand for anything, from health to relationships. The point of the story is that we have to be alert to changes in the cheese, and be prepared to go running off in search of new sources of cheese when the cheese we have runs out.

Now, Discover Your Strengths
by [Marcus Buckingham](#), [Donald O. Clifton](#)
The premise of this new management study, a follow-up to Buckingham's First, Break All the Rules (S. & S., 1999), is that the most effective method for motivating people is to build on their strengths rather than correcting their weaknesses. The authors, researchers at the Gallup Organization, have analyzed results of interviews conducted by Gallup of over 1.7 million employees from 101 companies and representing 63 countries. When asked, only 20 percent of these employees stated that they were using their strengths everyday. So that they can take a test revealing their strengths, readers are given access to the StrengthsFinder web site and a special ID number; once they learn their profile, they can read the analysis in the book. A description of each type is included, together with case studies, and managers are shown how to handle various types. This book offers a unique perspective on successful management strategy and developing employees' strengths. Recommended especially for public libraries, which should also consider Buckingham's First, Break All the Rules; students of business administration may also wish to consult this book.

The 7 Habits of Highly Effective People
by [Stephen R. Covey](#)
The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change was a groundbreaker when it was first published in 1990, and it continues to be a business bestseller with more than 10 million copies sold. Stephen Covey, an internationally respected leadership authority, realizes that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges.

First Things First
by [Stephen R. Covey](#)
What are the most important things in your life? Do they get as much care, emphasis, and time as you'd like to give them? Far from the traditional "be-more-efficient" time-management book with shortcut techniques, *First Things First* shows you how to look at your use of time totally differently. Using this book will help you create balance between your personal and professional responsibilities by putting first things first and acting on them. Covey teaches an organizing process that helps you categorize tasks so you focus on what is important, not merely what is urgent.

PRINCIPLE CENTERED LEADERSHIP
by Stephen R. Covey
The great "angst" of life has seemingly gripped us all, and there seems to be no limit to the number of writers offering answers to the great perplexities of life. Covey, however, is the North Star in this field. Following his successful Seven Habits of Highly Effective People (S. & S., 1989), Covey now responds to the particular challenges of business leaders by applying his natural laws, or principles, of life to organizations. Covey explains these laws (security, guidance, wisdom, and power), and discusses how seven-habits practice and focus on these principles will result in personal and organizational transformation. He reminds us that personal and organizational success is hard work, requires unwavering commitment and long-term perspective, and is achievable only if we are prepared for a complete paradigm shift in our perspective. Without hesitation, strongly recommended for all management collections.

Successful Managers Handbook
by Susan H. Gebelein (Editor), Lisa A. Stevens (Editor), Carol J. Skube (Editor), David G. Lee (Editor), Brian L. Davis (Editor), Lowell, W. Hellervik (Editor)
The book breaks the critical areas of business into four basic areas: Thought Leadership, Results Leadership, People Leadership, and Self Leadership. In addition it breaks down those four areas into nine core factors that determine business success. These core factors include Strategy, Judgment, Business Knowledge, Planning and Execution, Motivation and Courage, Leadership, Interpersonal, Communication, and Self-Management.

Leader As Coach: Strategies for Coaching and Developing Others
by David B. Peterson and Mary Dee Hicks
Coaching improves the bottom line because it goes to the heart of what makes people productive. The five high-impact strategies outlined in this book will help you form strong partnerships, accelerate learning, and make a solid investment in people's growth and development.

Development FIRST: Strategies For Self-Development
by David B. Peterson and Mary Dee Hicks
To stay competitive, you need to develop new capabilities quickly and efficiently. Development FIRST® outlines five proven, practical strategies to help you integrate development with your responsibilities and goals so you can do your job better, now and in the future.

She Wins, You Win : The Most Important Rule Every Businesswoman Needs to Know
by Gail Evans
Evans, the first female to be named an executive vice president at CNN, obviously knows a thing or two about acquiring power. In this follow-up to her Play Like a Man, Win Like a Woman, she advises women to trump the old boys' network by playing a "girls' game." Espousing a one-for-all, all-for one approach, Evans insists women must work together to "achieve a critical mass at the highest levels," concluding, "Every woman must always play on the women's team." Leading readers step-by-step through the process of building formal and informal teams, Evans explores seven pivotal topics, including mentoring, "rainmaking," information-sharing and

"webbing" (networking with comprehensive, complex interconnections), while teaching women how to deal with challenges (including which people to cultivate and which to avoid) and dismantling popular myths and allaying common fears. This is an aggressive but motivating handbook for women who are serious about career success.

Play Like a Man, Win Like a Woman : What Men Know About Success that Women Need to Learn
by [Gail Evans](#)
The game of business is played on a field where males have been comfortable since they were very young, says Evans. It's a game where winning is the obvious (and only) objective and where aggression, self-promotion, a tough skin, and an effective display of power are the signs of a winner. Women, on the other hand, enter the game disadvantaged, having been taught to be cooperative rather than competitive, to enjoy the process rather than simply the result, and to seek approval rather than assume success. In her entertaining, informative, and practical book, Evans sets out to level the playing field by providing instructions on how men play and by teaching women to play smarter and win on their own terms. In one section, where she offers such advice as "Toot Your Own Horn," "Accept Uncertainty," and "Be an Imposter," Evans presents a common business scenario. She shows the typical male and female responses to it, analyzes the problem with the woman's reaction, and offers advice on what to do differently. Writing in light, accessible prose, Evans supports her observations with both personal and professional anecdotes and covers the gamut of women's experiences on the corporate path. Evans's message is inspiring: women can learn to play the game as well as any man *and* bring with them a unique set of skills and experiences.

Ideas into Action Guidebooks
by Center for Creative Leadership (http://www.ccl.org)
An excellent series of mini-workbooks that outlines basic concepts and proven methods for addressing the development and execution of management skills. These workbooks can be purchased individually or as packages:

Conflict Guidebook Package
- *Managing Conflict with Peers* by Talula Cartwright — Peer conflicts can arise from incompatible goals or different ideas for getting work done. Managers can use this guide to work through three key issues that can cause clashes in order to reach a successful resolution.
- *Managing Conflict with Direct Reports* by Barbara Popejoy and Brenda J. McManigle — Assists and prepares managers leading others to understand emotions that can trigger conflict, to clarify performance expectations, and to provide ongoing feedback for the support and development of their direct reports.
- *Managing Conflict with Your Boss* by Davida Sharpe and Elinor Johnson — Identifies steps you can take to gain perspective on and to manage conflict with your boss so that it focuses your energy and your boss's energy on the needs of the organization, moving both of your toward a more productive working relationship.

Feedback Guidebook Package
- *Feedback That Works: How to Build and Deliver Your Message* by Sloan R. Weitzel — Demonstrates how to make the feedback you give more effective so that others can benefit from your message.
- *Giving Feedback to Subordinates* by Raoul J. Buron and Dana McDonald-Mann — Tells you how to give your subordinates effective feedback so they can work more effectively, develop new skills, and grow professionally.
- *Ongoing Feedback: How to Get It, How to Use It* by Karen Kirkland and Sam Manoogian — Provides a method of ensuring that you receive a steady flow of feedback on your performance; valuable information that enables you to develop new managerial skills and hone current ones.

Morale
- *Building Your Team's Morale, Pride, and Spirit* by Gene Klann. To build morale, pride, and spirit, a leader needs certain characteristics and skills. This book will help you determine your current level of readiness. It describes two key factors: time spent together in shared experiences and communication among team members. The results of building morale, pride, and spirit include cooperation and loyalty from team members, enhanced productivity and efficiency, and tangible economic and relational outcomes. The leader is the key to the success of the process.

Empowerment
- *Why Managers Have Trouble Empowering*. Why do many successful managers have trouble empowering their subordinates even though they are sincerely committed to do so? This report suggests that the strengths that have made the manager successful - for instance, the ability to act decisively - may have concomitant weaknesses - for instance, a tendency not to value the opinions of others - that limit their ability to be empowering. To address this, managers must examine their own personal development at the level of personal meaning, and organizations must evolve into institutions that support such development

Dogbert's Top Secret Management Handbook

by Scott Adams

The Dilbert books have topped the bestseller list because author Adams hits the "hot button," as well as the funny bone, of anyone who's ever worked for a corporation. This book presents the world of work from the manager's perspective. Adams's voice sounds like the guy in the cubicle next to yours, who has learned to deal with corporate bureaucracy while poking fun at it. With just the right touch of sarcasm in his reading, Adams will have you laughing while you're shouting, "He's right!" Adam's wins the Management Guru award hands down.

Good to Great: Why Some Companies Make the Leap... and Others Don't

by Jim Collins

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.

Images of Organization

by Gareth Morgan

Effective managers are skilled in the art of 'reading' the situations that they must organize or manage. Professor Morgan's book is designed to develop the art of reading and understanding organizations. Firstly, he shows how many of our conventional ideas about organizations and management build upon a small number of images, especially mechanical or biological ones. Secondly, by exploring these and alternative images, he shows how to develop new ways of thinking about organizations. Thirdly, he demonstrates how this method of analysis can be used for the management and design of organizations. And fourthly, he explores the theoretical implications raised by this kind of analysis.

Understanding Organizations

by Charles Handy

Long a bestseller in the United Kingdom, this classic text offers an illuminating discussion of key concepts of concern to all managers: culture, motivation, leadership, power, role-playing and working in groups. Ever mindful of actual business practice, Handy directly addresses how managers can translate the six main concepts into invaluable tools for effective management. He discusses how all organizations need to select, develop and reward their people; to structure and design their work; to resolve political conflicts; to lay down guidelines for their managers; and to plan for the future. In each case, the approaches and techniques described here are invaluable.

Complexity: Life on the Edge of Chaos

by Roger Lewin

Complexity, in Roger Lewin's view, will be the dominant scientific trend of the 1990s, as scientists from many disciplines come together and begin to discover the underlying similarities in their fields. Briefly, complexity theory - which encompasses chaos - holds that at the root of all complex systems lie a few simple rules. It takes the notion of chaos (which states that within seemingly chaotic systems are elements of order) a step further by actually identifying these

rules. For example - the rules which govern the behaviour of molecules will parallel those which guide human behaviour. The goal of complexity theory is "a grand unification of the life sciences". The book focuses on the pioneers in the field of chaos theory, and their struggles to gain acceptance.

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

Learning from the Future : Competitive Foresight Scenarios
by [Liam Fahey](#) (Editor), [Robert M. Randall](#) (Editor)
"Scenarios are now a part of every successful manager's toolkit. This book is the first comprehensive guide to the latest developments in scenario thinking written by today's leading practitioners in the field." —Napier Collyns, a pioneer of scenario planning at Dutch/Shell now Managing Director, Gloal Business Network (GBN) "In twenty years of helping companies create and plan for their futures, I have never come across a book that dealt with the use of scenario-based planning as comprehensively as this one." —David Kelley CEO, IDEO Product Development the creators of the Apple Mouse "This book is the greatest reference today on scenario planning—the preeminent tool for those who believe that the future belongs to those with the imagination to create it.

Evolve! : Succeeding in the Digital Culture of Tomorrow
by [Rosabeth Moss Kanter](#)
Harvard Business School professor Rosabeth Moss Kanter comes bounding back onto the scene with a new act that's as shrewd and thumbnail keys to successful I-preneuring that form the book's structure--namely, a willingness to improvise, a desire to network aggressively with other sites, a readiness to create "integrated communities," and a commitment to creating a workplace culture that attracts and retains the best talent. Kanter & Co. conducted over 300 interviews, plus surveys with nearly three times as many companies worldwide, to tease out their conclusions on what works and what doesn't when doing business online--with brash start-ups as well as brick-and-mortar giants (among them, Arrow Electronics, Barnes & Noble, NBC, Hewlett-Packard, Honeywell, IBM, Williams-Sonoma, and Sun) to the Net-born (Amazon, eBay, Razorfish, EarthWeb, iXL, Renren.com, and Abuzz, which clearly emerges here as Kanter's pet

model of how to do it right in entrepreneurial cyberspace). Kanter added two new chapters to address the latest changes in the e-commerce market.

The Future of Work
by Charles Handy
Charles Handy defines his views on dynamics of work in the future, including "what jobs will there be?"; what will life be like? and, what needs to be done?.

The Elephant and the Flea
by Charles Handy
Charles Handy is always a delight to read, and *The Elephant and the Flea*--his autobiography-laced analysis of business over the past two decades--is no exception. In his 13th book, the United Kingdom's preeminent sage on commercial and industrial matters looks within and at education, marriage, religion, and society in order to assess the changing nature of employment. His literate and knowledgeable tale begins in 1981, when Handy decided to exchange a safe but stifling life with a corporation (the "elephant" of his title) for the riskier but potentially more rewarding existence of an independent (or "flea").

The Age of Unreason
by Charles Handy, Warren G. Bennis
Named one of the ten best business books of 1990 by Business Week, - Handy, a British specialist in organizational management, predicts that the 21st century will be the Age of Unreason. In an era when changes in business and society will be "discontinuous" or patternless, he suggests that our thinking must become discontinuous or "unreasonable" in order to use such changes to our advantage. Handy focus on the philosophy, rather than the mechanics, of adaptive change in society. His examples from the business world are interestingly extended to social institutions like marriage and family.

The Age of Paradox
by Charles Handy
Handy here surveys the state of the world--and his observations are unsettling. People have been adversely affected by change; capitalism "has not proved as flexible as it was supposed to be"; and increased technology and productivity have resulted in fewer jobs for some, increased consumption for others. His solution lies in "the management of paradox," in essence planning for the unplanned. Handy identifies nine global paradoxes and notes that to cope with the turbulence of life, organization must start in the mind. His analyses of intelligence, work, time, productivity, business purpose and the age of conglomerates are insightful.

The New Pioneers: The Men and Women Who Are Transforming the Workplace and Marketplace
by Thomas, Jr. Petzinger

Thomas Petzinger brings alive the people who are leading a revolution in American business. Petzinger contends that fundamental changes in the U.S. economy are being spurred by technology that obliterates old boundaries as well as new freedoms in the workplace and the efforts of entrepreneurs with a zeal for innovation and customer service. "We can't yet see it everywhere, but a great awakening is now under way in business," he writes.

1. Creative Thinking Techniques

Six Thinking Hats
by [Edward Debono](#)
Edward de Bono's "hats" method has been practiced by people in a variety of organizations, from executives in multinational corporations to children in elementary schools. It provides a convenient, easy way to cut through confusion and make decisions based on clear thinking. The hats are useful visualization tools to help sidestep the ego and provide a nonjudgmental path to decision making. Each chapter provides a clear descriptions of a different color hat. This book is recommend this as particularly helpful for managers, teachers, group leaders or anyone involved in group decision making.

De Bono's Thinking Course
by [Edward De Bono](#)
From Library Journal
Rhodes scholar, founder of the International Creative Forum, originator of the concept of "lateral thinking," and well-known provider of corporate workshops on thinking, de Bono here provides the essence of his teachings and writings (repeatedly referred to throughout this volume) for those who cannot attend those pricey sessions. De Bono does not equate intelligence with thinking ability, and he believes that good thinkers can be created by use of the tools ("attention directing devices") he has created.

Lateral Thinking : Creativity Step by Step
by [Edward De Bono](#) (Author)
Ingram
Thinking is a skill that can be developed and improved if one knows how. An internationally known bestseller, this audio encourages the habit of lateral thinking to generate new ideas. Learn special techniques to accomplish this. Whether in a group or alone, the result is a triumph of entertaining education.

A Whack On the Side of the Head
by [Roger Von Oech](#) (Author)
Who is Heraclitus, and what is he whacking, you ask? Heraclitus was an ancient Greek philosopher, widely considered the world's first creativity teacher. The deck has 32 cards, each containing a "whack," or eye-opening exercise based on the epigrams of Heraclitus. They will spur creative thinking and allow you to look at a problem from a fresh perspective

Thinkertoys (A Handbook of Business Creativity)
by [Michael Michalko](#)
Thinkertoys brings creativity to the business world with highly productive problem solving applications. This is truly a breakthrough book! Unlike the dry,pedantic tomes that compete with or preceded Thinkertoys , Michalko's book brings hands-on creative thinking to today's

corporate America. Having an office copy is always within arm reach gives me the tools needed for productive problem solving!

2. Innovation

The Innovator's Solution: Creating and Sustaining Successful Growth

by [Clayton M. Christensen](#), [Michael E. Raynor](#)
THE INNOVATOR'S DILEMMA ANALYZES THE STRATEGIES THAT ALLOW CORPORATIONS TO SUCCESSFULLY GROW NEW BUSINESSES AND OUTPACE THE OTHER PLAYERS IN THE MARKETPLACE. CHRISTENSEN'S EARLIER BOOK EXAMINED HOW FOCUSING ON PROFITS CAN DESTROY EVEN WELL-RUN CORPORATIONS, WHILE THIS BOOK FOCUSES ON COMPANIES EXPANDING BY BEING "DISRUPTORS" WHO ARE ABLE TO OUTPACE THEIR ENTRENCHED COMPETITION. THE AUTHORS (CHRISTENSEN IS A PROFESSOR AT HARVARD BUSINESS SCHOOL AND RAYNOR, A DIRECTOR AT DELOITTE RESEARCH) EXAMINE THE NINE BUSINESS DECISIONS INTEGRAL TO GROWTH, INCLUDING PRODUCT DEVELOPMENT, ORGANIZATIONAL STRUCTURE, FINANCING AND KEY CUSTOMER BASE. THEY CITE SUCH COMPANIES AS IBM, AT&T, SONY, MICROSOFT AND OTHERS TO ILLUSTRATE THEIR POINTS

Making Creativity Practical: Innovation That Gets Results

by Stan S. Gryskiewicz and Sylvester Taylor, [CCL Press, 2003](#)
Creative solutions can be challenged and defended in the pursuit of profitability. But first, creativity must be demystified. A process that targets innovation provides leaders with just such a problem-solving approach. The goal is to produce high-quality ideas that are appropriate to the task - which means groups and organizations can implement them with less risk. Work with the targeted innovation process consists of activities in five areas: stating the problem in a way that encourages creative problem solving, learning and understanding different problem-solving styles, learning and understanding creative pathways and their relationship to problem solving, generating ideas, and evaluating those ideas. Targeted innovation reconciles creativity with management. Managers can use it to solve problems that meet their organization's call for innovative answers to current challenges.

Personal Learning Styles

Learning Tactics Inventory
by Maxine A. Dalton, CCL Press, 2003
A self- assessment tool designed for participants who wish to become better at learning from experience. The LTI profiles a person's preferred learning behavior, outlines the consequences of overuse of each tactic, and explores ways to adopt new learning strategies and behaviors. Enables participants to:
- Identify their learning profile and behaviors
- Develop tactics to improve learning effectiveness
- Create learning goals that improve performance

Becoming a More Versatile Learner
by Maxine A. Dalton, CCL Press, 2003
On-the-job experiences are crucial for managerial development, and managers learn the most when they approach them with a variety of learning tactics. Of the four most commonly used tactics - feeling, action, thinking, and accessing others - people typically employ only one or two, thus limiting their learning and eventually their performance. This guidebook describes the four tactics in detail, giving examples of how they can be used. It also provides information on how to identify preferred tactics and how to develop nonpreferred ones.

Organizational Learning

The Fifth Discipline
by Peter M. Senge
The Fifth Discipline has turned many readers into true believers; it remains the ideal introduction to Senge's carefully integrated corporate framework, which is structured around "personal mastery," "mental models," "shared vision," and "team learning." Using ideas that originate in fields from science to spirituality, Senge explains why the learning organization matters, provides an unvarnished summary of his management principals, offers some basic tools for practicing it, and shows what it's like to operate under this system. The book's concepts remain stimulating and relevant as ever.

The Fifth Discipline Fieldbook
by Peter M. Senge (Author), Art Kleiner (Editor), Charlotte Roberts, Rick Ross, Bryan Smith
The Fieldbook is an intensely pragmatic guide. It shows how to create an organization of learners where memories are brought to life, where collaboration is the lifeblood of every endeavor, and where the tough questions are fearlessly asked. The stories here show that companies, businesses, schools, agencies, and even communities can undo their "learning disabilities" and achieve superior performance.

Transformational Learning : Renewing Your Company Through Knowledge and Skills
by Daniel R. Tobin

Contains a proven technique used successfully by major corporations which enables them to continually identify, capture and share vital information. Explains how to align employees' learning initiatives with the long range goals of the company, create a personalized, renewable learning system and develop partnerships with key company leaders. Includes scores of planning checklists, assessment evaluations and practical guidelines to facilitate effective corporate training.

Ten Steps to a Learning Organization
by Peter Kline, Bernard Saunders
While there are many books about brain-compatible learning, systems thinking, communication, organizational and culture change, multiple intelligences..., this book has integrated them all into a very practical, wise and interesting manual for organizational growth. Ideally, people in any organization should start with the assessment tool and go sequentially through all the ten steps: 2. promote positive, 3. safe thinking, 4. risk taking, 5. people as resources, 6. learning power, 7. map the vision, 8. model the vision, 9. systems thinking, 10. get show on the road. But there are so many useful guidelines, stories and exercises, you can dip into any page and be enriched and enlightened.

Learning Organizations: Developing Cultures for Tomorrow's Workplace
by Sarita Chawla (Editor), John Renesch (Editor)
The ability to learn faster than your competition may be the only sustainable competitive advantage! A learning organization is one where people continually expand their capacity to create results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together. This compilation of 34 powerful essays, written by recognized experts worldwide, is rich in concept and theory as well as application and example. An inspiring follow-up to Peter Senge's groundbreaking bestseller The Fifth Discipline.

Team Building

The Team Handbook Third Edition
by [Barbara J. Streibel](#), [Brian L. Joiner](#), [Peter R. Scholtes](#), [Peter R Scholtes](#), [Barbara J Streibel](#)
This updated best-selling, comprehensive resource book provides everything you need to create high performing teams. The third edition provides information on the context teams need to be successful. Organizations using teams to improve efficiency and better serve customers. Several new tools have been added to help teams work well together: affinity diagrams, prioritization matrixes, effort/impact grids, new planning tools, and additional information on effective presentations.

The Unified Team Video
by Media partners
Excellent video designed to tech several basic concepts of managing a team

FIRO-B Team Skills inventory
by Will Shutz
Complexity, in Roger Lewin's view,

How to Launch a Team: Start Right for Success
by Kim Kanaga and Sonya Prestridge, [CCL Press, 2003](#)
Getting your team off on the right foot is critical to its success. This guidebook tells managers and team leaders how to address four critical points during the launch of a team: setting purpose and direction, defining roles and responsibilities, designing procedures and practices, and building cooperation and relationships. Understanding and implementing these key elements is key to a team's achieving the goals the organization has set for it.

How to Form a Team: Five Keys to High Performance
by Kim Kanaga and Michael E. Kossler, [CCL Press, 2003](#)
One of the first steps to take toward increasing team effectiveness is to pay attention to how the team is formed. You can head off most of the problems that beset teams during the formation stage by setting a clear direction, building organizational support, creating an empowering team design, identifying key relationships, and monitoring external factors. When a team is formed with the five high-performance principles described in this guidebook, it has a head start on achieving success.

Maintaining Team Performance

by Kim Kanaga and Henry Browning, CCL Press, 2003

Between the time a team is launched and the time it delivers results, managers need to know that the team is on course. Whether they have launched a team to achieve a business objective or have inherited a team, they need to monitor effectiveness on an ongoing basis and make course corrections that keep small problems from becoming major disasters. Monitoring and maintaining team performance is a key element of leading a team. You can provide that leadership by paying attention to four important dimensions: team member effort, team member knowledge and skills, team tactics, and group dynamics. By focusing on those four areas, you can assess your team's performance, zero in on areas of weakness, and take the corrective measures necessary to ensure peak performance and to deliver expected results.

Feedback That Works: How to Build and Deliver Your Message

by Sloan R. Weitzel, CCL Press, 2003

Providing feedback to others about their performance is a key developmental experience. But not all feedback is effective in making the best use of that experience. This guidebook demonstrates the foundation for effective feedback practice, walking the reader through, step by step and in detail, the feedback method used at CCL. For anyone who wants to get better at giving feedback to anyone, whether they be a peer, direct report, or boss, this guidebook demonstrates how to create an effective message with real impact.

Teams Guidebook Package – Center for Creative Ledership

- *Leading a Dispersed Team* by Michael E. Kossler and Sonya Prestridge. Dispersed teams have members in different countries, cultures, and time zones. Such teams share some important characteristics with local teams, but they also present unique challenges. Organizations need to prepare for and support them properly to realize their full potential.
- *Maintaining Team Performance* by Kim Kanaga and Henry Browning. Between the time a team is launched and the time it delivers results, managers need to know that the team is on course. Whether they have launched a team to achieve a business objective or have inherited a team, they need to monitor effectiveness on an ongoing basis and make course corrections that keep small problems from becoming major disasters. Monitoring and maintaining team performance is a key element of leading a team. You can provide that leadership by paying attention to four important dimensions: team member effort, team member knowledge and skills, team tactics, and group dynamics. By focusing on those four areas, you can assess your team's performance, zero in on areas of weakness, and take the corrective measures necessary to ensure peak performance and to deliver expected results.
- *How to Form a Team* by Kim Kanaga and Michael E. Kossler . One of the first steps to take toward increasing team effectiveness is to pay attention to how the team is formed. You can head off most of the problems that beset teams during the formation stage by setting a clear direction, building organizational support, creating an empowering team design, identifying key relationships, and monitoring external factors. When a team is formed with the five high-performance principles described in this guidebook, it has a head start on achieving success.

- *How to Launch a Team* by Kim Kanaga and Sonya Prestridge. Getting your team off on the right foot is critical to its success. This guidebook tells managers and team leaders how to address four critical points during the launch of a team: setting purpose and direction, defining roles and responsibilities, designing procedures and practices, and building cooperation and relationships. Understanding and implementing these key elements is key to a team's achieving the goals the organization has set for it.
- *Do You Really Need a Team?* by Michael E. Kossler and Kim Kanaga. Despite all of the attention and accolades that organizations place on teams, they are not always the most efficient way to meet a business challenge. It's expensive and time consuming to launch a team, and it's a full-time job to lead a team toward achieving organizational objectives. This guidebook was written to help managers determine if a team is the right tool for meeting a business goal, and explains potential obstacles and challenges to forming a team that can operate at its full potential.