

Annotated Bibliography on Leadership

Prepared by Chester Warzynski

For the University Faculty Senate

5-09

Transforming leadership: a new pursuit of happiness by James McGregor Burns (2003). New York: Atlantic Monthly Press.

Twenty-five years after the publication of his classic book on leadership, Burns expands upon his theories about how leaders cultivate their successors to explore how they create environments conducive to social and personal development. His underlying theory imagines leadership as part of a broader social process in which leaders and followers are closely interrelated. Starting with psychologist Abraham Maslow's theories of the hierarchy of human needs, the book suggests leaders attain their power through their responsiveness to others' desires for security, self-esteem and personal development, putting themselves in a position to "create and expand the opportunities that empower people to pursue happiness for themselves."

Designing Conflict Management Systems: A Guide to Creating Productive and Healthy Organizations, by Cathy A. Cosantino, Christina Sickles Merchant; foreword by William L. Ury. 1996. San Francisco : Jossey-Bass Publishers. Book, 252 pages.

This practice-oriented book offers concrete approaches to conflict management, grounded in a marriage of organization development, dispute systems design, and alternative dispute resolution principles and best practices. The authors wrote this book to encourage movement toward systemic conflict management rather than ad hoc dispute resolution methods. Uses stories, charts and checklists as guides, as well as case studies from the commercial, government, and Health care sectors.

Principle Centered Leadership by Stephen R. Covey, (1992), Simon & Schuster, 336 pages.

How do we as individuals and organizations survive and thrive amid tremendous change? Why are efforts to improve falling so short in real results despite the millions of dollars in time, capital, and human effort being spent on them? How do we unleash the creativity, talent, and energy within ourselves and others in the midst of pressure? Is it realistic to believe that balance among personal, family, and professional life is possible?

Stephen R. Covey demonstrates that the answer to these and other dilemmas is Principle-Centered Leadership, a long-term, inside-out approach to developing people and organizations. The key to dealing with the challenges that face us today is the recognition of a principle-centered core within both ourselves and our organizations. Dr. Covey offers insights and guidelines that can help you apply these principles both at work and at home -- leading not just to a new understanding of how to increase quality and productivity, but also to a new appreciation of the importance of building personal and professional relationships in order to enjoy a more balanced, more rewarding, more effective life.

Leading Without Power: Finding Hope in Serving Community by Max De Pree, (1997), Jossey-Bass, 192 pages.

De Pree holds up nonprofits as mirrors of our greatest aspirations - places where people work for the opportunity to contribute to the common good, and for the chance to realize their full human potential. He calls such organizations movements and challenges others to follow their example. Movements, De Pree maintains, transcend the deceptive simplicity of a single bottom line and set standards for leadership and service all organizations should reach for. They lead not with the power of the paycheck or with bureaucratic carrots-and-sticks, but with the promise of meaningful work and lives fulfilled. For that reason, nonprofit or otherwise, they are the most successful organizations of all. Brimming with rich, warm, and wise advice, *Leading Without Power* takes an enlightened look at the forces that drive selfless accomplishment. It offers encouragement and hope for creating organizations that inspire the very best in people. And it provides leaders at every level with a new context for effecting positive change.

A Briefing for Leaders: Communication as the Ultimate Exercise of Power, by Robert L. Dilenschneider. 1992. New York : Harper Collins. Book, 265 pages.

Places modern leadership thought in perspective and discusses a broad range of issues in leadership. Structured in four parts, examining the raw materials of leadership, the communications landscape in which leaders must work, the tools or templates that leaders might use, and leadership's goals. Provides summaries of main points at end of chapters.

On Power, by Robert L. Dilenschneider 1994. New York: Harper Business, a Division of HarperCollins. Book, 245 pages.

The author examines power from the perspective of the powerful, with a goal of documenting what advisers to the powerful tell their clients. Subjects discussed include the management of expectations, effective merchandising of power, fulfilling the "awe factor" and avoiding the "wizard fallacy." "Structurally, the book's eight chapters and its appendix are really essays that address several fundamental aspects of power in modern society : 1) where power resides; 2) how power works; 3) how it is mastered; 4) how it is organized; 5) how it is managed; 6) how it is communicated; 7) what its emotional fabric is; and 8) how power can hopefully be put to higher use."

Organizational Power Politics: Tactics in Organizational Leadership, by Gilbert W. Fairholm. 1993. Westport, Conn.; London: Praeger. Book, 230 pages.

This book presents research findings on power and the strategies and specific tactics individuals use in wielding power. Several aspects of power use are considered, from power in work group operations, to the different power tactics used with superiors, peers and subordinates, and a comparison of the use of these tactics. The book examines the history and theory of power, the forms of power, bases of power, and ethics of power.

Leading Self-Directed Work Teams: A Guide to Developing New Team Leadership Skills, by Kimball Fisher. 1993. New York : McGraw-Hill. Book, 263 pages

Chapters include: The Kodak 13 room story : Empowering team leaders ; The transition from supervisor to team leader; The visible and invisible elements of team leadership ; Theory X Assumptions and control paradigm thinking : You can't get there from here ; Essential competencies for team leaders : Leader, example, and coach ; The five stages of implementing empowerment ; Leadership roles during the early stages of team maturity ; leadership roles during the later stages of team maturity ; Team leader evaluation tools ; When team members resist the change to a self-directed work team ; Managing upwards : When you don't have the support of senior management.

Leading Minds: An Anatomy of Leadership by Howard Gardner (1995). New York: Basic Books.

Leading Minds addresses a crucial and often ignored component of leadership -- the mind. What distinguishes the mind of an effective leader, and what is the mentality of his or her followers? Gardner links the study of creativity with the study of leadership to demonstrate the many similarities between traditional creators (artists and scientists) and leaders in business, politics and the military. He argues that the key to leadership is the creation of an arresting story -- one that grabs the followers' attention and inspires them to greater efforts. In portraits of a wide range of leaders -- from Oppenheimer to Gandhi -- Gardner re-creates each of their stories, shows where each fits in the matrix of "leader archetypes", and reveals the ways in which they ultimately succeed or fail.

On Leadership, by John William Gardner. 1990. New York: Free Press. Book, 220 Pages.

Gardner was president of the Carnegie Corporation, served on several presidential taskforces and boards of corporations, including Shell Oil and Time, Inc.) His wide-ranging book takes stock of the nature of leadership in all areas of public life, drawing on sources from Herodotus to Gandhi to Hewlett-Packard.

The Tipping Point: How Little Things Can Make A Big Difference by Malcolm Gladwell (2002), Back Bay Books, 304 pages.

In *The Tipping Point*, Gladwell introduces us to the particular personality types who are natural pollinators of new ideas and trends, the people who create the phenomenon of word of mouth. He analyzes fashion trends, smoking, children's television, direct mail and the early days of the American Revolution for clues about making ideas infectious, and visits a religious commune, a successful high-tech company, and one of the world's greatest salesmen to show how to start and sustain social epidemics. *The Tipping Point* is an intellectual adventure story written with an infectious enthusiasm for the power and joy of new ideas. Most of all, it is a road map to change, with a profoundly hopeful message--that one imaginative person applying a well-placed lever can move the world.

Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, Annie McKee, Richard E. Boyatzis, (2002), Harvard Business School Press, 352 pages.

Daniel Goleman's international bestseller *Emotional Intelligence* forever changed our concept of "being smart," showing how emotional intelligence (EI)-how we handle ourselves and our relationships-can determine life success more than IQ. Now, Goleman teams with renowned EI researchers Richard Boyatzis and Annie McKee to explore the role of emotional intelligence in leadership. Unveiling neuroscientific links between organizational success or failure and "primal leadership," the authors argue that a leader's emotions are contagious. If a leader resonates energy and enthusiasm, an organization thrives; if a leader spreads negativity and dissonance, it flounders. This breakthrough concept charges leaders with driving emotions in the right direction to have a positive impact on earnings or strategy.

Leading teams: setting the stage for great performances by Richard Hackman, Boston: Harvard Business School Press, 2002.

Winner of the Perry Award for the best business book of the year by the Academy of Management, this book summarizes current research on teams, identifies the essential skills for team success, and provides a coaching model for creating peer feedback. It is a must read for anybody interested in improving the performance of teams.

Cultural Diversity in the Workplace: Issues and Strategies, by George Henderson, 1994. Westport, Connecticut: Quorum Books.

The author draws from a variety of sources, including case studies, relevant literature, and his personal workplace experience as an African American, to examine the complex issues of diversity in the workplace. Part One of this book deals with people and has sections exploring issues relating to ethnic minorities, women, older workers, workers with disabilities, and foreign workers. Part Two discusses barriers to cultural diversity, communication in organizations, and cross-cultural conflict.

Leadership without easy answers. Ronald A. Heifetz, (1994). Cambridge, MA: Harvard University Press.

Heifetz presents a new theory of leadership for both public and private leaders in tackling complex contemporary problems. Central to his theory is the distinction between routine technical problems, which can be solved through expertise, and adaptive problems, such as crime, poverty, and educational reform, which require innovative approaches, including consideration of values. Four major strategies of leadership are identified: to approach problems as adaptive challenges by diagnosing the situation in light of the values involved and avoiding authoritative solutions, to regulate the level of stress caused by confronting issues, to focus on relevant issues, and to shift responsibility for problems from the leader to all the primary stakeholders.

The Business of Leadership: Adding Lasting Value to Your Organization, by Alan Hooper and John Potter. 1997. Brookfield, Vermont : Ashgate. Book, 125 pages.

A good primer on the history of leadership thought. Scans a diverse range of topics in simple explanations with clear diagrams, from Maslow's hierarchy of needs to the scientific and psychological backbone of leadership theory.

Synchronicity: The Inner Path of Leadership by Joseph Jaworski, Betty Sue Flowers (Editor), Peter M. Senge (Introduction), (1998), Berrett-Koehler Pub, 213 pages.

Synchronicity is an inspirational guide to developing the most essential leadership capacity for our time: how we can collectively shape our future. Joseph Jaworski offers a new definition of leadership that applies to all types of leaders: community, regional, national, international, corporate, political.

The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It, compiled by Rosabeth Moss Kanter, Barry A. Stein, and Todd D. Jick. 1992. New York : Free Press ; Toronto : Maxwell Macmillan Canada ; New York : Maxwell Macmillan International. Book, 535 pages

In a large volume of many voices, Kanter and her associates from Harvard Business School have compiled an intelligent and in-depth compendium of thought on change. The book offers the authors' analysis and synthesis - a model of organizational change that integrates economic, political, sociological, psychological and historical insights. It combines with this portraits of organizations as they experience change issues.

Teams at the Top: Unleashing the Potential of both Teams and Individual Leaders, by Jon R. Katzenbach. 1998. Boston : Harvard Business School Press. Book, 238 pages.

This book does not suggest that companies run by teams at the top are more effective. Rather, the author states that an integrated balance of real team, individual, and single-leader working group performance is both possible and desirable at the top, and argues that senior leadership groups have the opportunity to obtain a better balance between real team and single-leader capabilities. Sections include: Why "non-teams" prevail at the top; How "major events" spawn teams ; Making key tradeoffs consciously ; For "teams that run things" at any level; Discipline, alignment, and balance.

The Management of Struggle: Elements of Dispute Resolution through Negotiation, Mediation and Arbitration, by John W. (Sam) Keltner. 1994. Cresskill, N.J.: Hampton Press, Inc. Book, 252 pages.

This very practical how-to primer offers concrete techniques and strategies in the management of conflict. The author has been actively engaged in conflict resolution through mediation and arbitration since 1958, and his book is "designed to provide information and opportunities for all persons who want to know more about the process of managing struggle and particularly those who are willing to engage in the experiences necessary to learn how to do it."

Thought Leaders, edited by Joel Kurtzman. 1998. San Francisco: Jossey-Bass Publishers. Book, 159 pages

A joint project between Booz Allen & Hamilton and Jossey-Bass Publishers, this book is a collection of interviews with top executives, authors, and academicians who pioneered shifts in management thinking in the last decade. “Some of these shifts reflect radically different orientations, such as management theorist Charles Handy’s musings on corporate federalism or author-professor Gary Hamel’s views on bottom-up strategy. Others are wholly pragmatic in nature, such as the views on teams and teamwork expressed by Jean-René Fourtou, chairman of Rhône-Poulenc S.A. of France.” Also includes interviews with John T. Chambers, CEO of Cisco Systems, Norbert Walter, Chief Economist of Deutsche Bank, and Minoru Makihara, President of Mitsubishi Corporation, among others.

Business without Bosses: How Self-Managing Teams are Building High-Performance Companies, by Charles Manz, Henry P. Sims, Jr. 1993. New York : Wiley. Book, 238 pages.

The authors have spent a dozen years studying the effectiveness of teams. This book presents real-life stories of the successes and failures of self-managing teams from several industries. Sections include : On the road to teams :Overcoming the middle-management brick wall ; The early implementation phase : Getting teams started in the office ; The illusion of self-management : Using teams to disempower; Teams and total quality management : An international application ; The strategy team : Teams at the top.

Leadership: Magic, Myth, or Method?, by J.W. McLean and William Weitzel. 1991. New York. Amacom. Book, 240 pages.

The central purpose of this book, according to the author, is to challenge the reader to participate personally by becoming a leader. The sections unfold as follows: Twelve leadership myths, the convenient excuses for playing it safe as a follower ; Six approaches to leadership, a glimpse of some pacesetter studies ; Six fundamental leadership principles, basic tenets upon which leadership is based and leaders may rely ; Six related leadership skills, some of the things leaders need to be able to do ; Six approaches to the application of leadership skills, spanning the chasm between merely understanding and actually applying leadership skills ; Evaluating leadership priorities, how the enlightened leader does it. Contains graphs and lists for simple reading.

Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom, by James O’Toole. 1995. San Francisco : Jossey-Bass (Jossey Management Series). Book, 282 pages.

This book addresses three issues : the causes of resistance to change, how leaders can effectively and morally overcome that resistance, and the author’s thesis that the dominant philosophy of leadership, based on contingency theory, is neither an effective nor a moral guide for people who wish to lead change. The author takes into account much of the current thinking on leadership

and change in this first-person account by the vice president of the Aspen Institute and director of the Corporate Leaders Forum.

Managing with Power: Politics and Influence in Organizations, by Jeffrey Pfeffer. 1992. Boston, MA: Harvard Business School Press. Book 391 pages.

Pfeffer, a Stanford professor, identifies how power is used and misused to achieve personal and organizational goals. The book, using provocative examples from business, politics, science, and even religious cults, is presented in four sections. Section One explores power in organizations (including chapters entitled: Decisions and Implementation; When is power used? and Diagnosing power and dependence). Section Two discusses sources of power (Where does power come from? Resources, allies, and the new golden rule; Location in the communication network; Individual attributes as sources of power). Section Three presents strategies and tactics for employing power effectively (with chapters entitled Framing; Interpersonal influence; timing; changing the structure to consolidate power; and symbolic action: language, ceremonies and settings.)

Conflict Resolution Theory and Practice: Integration and Application, edited by Dennis J.D. Sandole and Hugo van der Merwe, foreword by Herbert C. Kelman. 1993. Manchester, UK ; New York : Manchester University Press ; New York: St. Martin's Press. Book, 298 pages.

This book is a good overall primer on the field of conflict resolution. It opens with a discussion of generic theory and practice in conflict resolution, examining paradigms, theories and metaphors in the field and their implications from political to cognitive theory. It then goes on to discuss conflict resolution in a number of areas of conflict, including: class conflict; conflict of public organizations and policies; states, boundaries, and environmental security; and international conference diplomacy. It closes with a discussion of feedback and the relation of theory to the practice of conflict resolution in South Africa.

The Leadership Wheel: Five Steps for Achieving Individual and Organizational Greatness by C. Clint Sidle, Palgrave Macmillan, 2005, 232 pages.

According to author and consultant Ken Blanchard, "Clint Sidle's model offers an inspiring and genuinely new approach to servant leadership. This book challenges people to rethink their roles and the purpose of business. Another reviewer says, The Leadership Wheel reveals an inspiring and original picture of what it takes to be an emotionally intelligent, resonant leader. The author has managed to combine fresh and important insights with practical advice for developing leaders, teams, and successful organizations."

New Mission For Business Schools: The Development Of Actor-Network Leaders. Sidle, C. & Warzynski, C. *Journal for Business Education*, November-December. 2003.

The lesson of actor-network theory is that in order to effect desired change, leaders must understand their place in the network and deploy strategies which forge new relationships and

strengthen existing connections between individuals, groups, and other entities – both human and non-human. The Roy H. Park Leadership Fellows Program in the Johnson School at Cornell University is used as a case study to demonstrate leadership as both an effect and cause of network change. The article concludes with a new mission for leaders and business schools.

Leadership: Understanding the Dynamics of Power and Influence in Organizations, edited by Robert P. Vecchio. 1997. Notre Dame, Ind.: University of Notre Dame Press. Book, 577 pages.

This volume examines in a fresh way a number of perennial questions on leadership and power in organizations. It opens with a consideration of the origins of leadership concepts, from the most primitive to contemporary definitions of leadership. The book then examines the differences between management and leadership, and goes on to conclude with an assessment of the difficulty of defining and measuring leadership and a discussion of the study of leaders as symbols. The volume contains over thirty articles, including some of the top names in leadership studies.

Leadership Development at Cornell University by Chet Warzynski and Brian Chabot in Ruben, B. *Pursuing Excellence in Higher Education: Eight Fundamental Challenges*. San Francisco: Jossey-Bass, 2003, pp. 315-323.

The Discovering Leadership Program has proven to have a lasting positive effect on its participants and on leadership behavior throughout the university. The goals of the DLP are to: (1) increase self-awareness of participants about their personal leadership style, attitudes, skills, and behavioral impact on others; (2) improve communication and relationship-building skills for engaging and motivating others, building trust, establishing organizational culture, providing direction, giving and receiving feedback, and resolving conflict; (3) create new experiences around developing and leading project teams and complex organizations; (4) develop and practice a methodology and guidelines for leading, sponsoring, and supporting change; and (5) design and execute an individualized learning and action plan that makes a difference to the individual and organization.

The Power To Persuade. Teaching Note. Watkins, M. D. Boston: Harvard Business School Publishing. HBS 9-800-323, Revised July 24, 2000.

An exposition of five methodologies for analyzing and using power within social networks within the context of a case study. A very practical and useful approach to persuasion of individuals and groups.