

MANAGING AT YALE RECOMMENDED READING LIST

DEMONSTRATE INTEGRITY AND CHARACTER

Caruso, D. & Salovey, P. (2004). *The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership.* San Francisco, CA: Jossey-Bass.

In this book, Caruso and Salovey show that emotion is not just important, but absolutely necessary for us to make good decisions, take action to solve problems, cope with change, and succeed. The authors detail a practical four-part hierarchy of emotional skills: identifying emotions, using emotions to facilitate thinking, understanding emotions, and managing emotions—and show how we can measure, learn, and develop each skill and employ them in an integrated way to solve our most difficult work-related problems.

Cloke, K. & Goldsmith, J. (2005). *Resolving Conflicts at Work: Eight Strategies for Everyone on the Job.* San Francisco, CA: Jossey-Bass.

This definitive and comprehensive work provides a handy guide for resolving conflicts, miscommunications, and misunderstandings at work and outlines the authors' eight strategies that show how the inevitable disputes and divisions in the workplace actually provide an opportunity for greater creativity, productivity, enhanced morale, and personal growth.

George, B. (2003). *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value.* San Francisco, CA: Jossey-Bass.

In *Authentic Leadership* Bill George candidly recounts many of the toughest challenges he encountered in his career—from ethical dilemmas and battles with the FDA to his own development as a leader. He shows how to develop the five essential dimensions of authentic leaders—purpose, values, heart, relationships, and self-discipline. *Authentic Leadership* offers inspiring lessons to all who want to lead with heart and with compassion for those they serve. George pens a guide for character-based leaders and others who have a stake in the integrity and success of organizations.

Kouzes, J. M., & Posner, B. Z. (2003). *Credibility: How Leaders Gain and Lose It, Why People Demand It.* New York, NY: John Wiley & Sons, Inc.

In this best-selling book, Kouzes and Posner (authors of *The Leadership Challenge*), explain why leadership is above all a relationship, with credibility as the cornerstone. They provide rich examples of real managers in action and reveal the six key disciplines and related practices that strengthen a leader's capacity for developing and sustaining credibility. Kouzes and Posner show how leaders can encourage greater initiative, risk-taking, and productivity by demonstrating trust in employees and resolving conflicts on the basis of principles, not positions.

DEMONSTRATE INTEGRITY AND CHARACTER (CONTINUED)

Patterson, K., Grenny, J., Switzler, A., & McMillan, R. (2002). *Crucial Conversations: Tools for Talking When Stakes Are High*. New York: The McGraw-Hill Companies.

Crucial Conversations offers readers a proven seven-point strategy for achieving their goals in 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. Among other things, readers also learn about the four main factors that characterize crucial conversations, and they get a powerful six-minute mastery technique that prepares them to work through any high-impact situation with confidence.

Stone, D., Patton, B., & Heen, S. (2000). *Difficult Conversations: How to Discuss what Matters Most*. New York, NY: Penguin Books.

Difficult Conversations, by Douglas Stone, Bruce Patton, and Sheila Heen, offers advice for handling these unpleasant exchanges (e.g. confronting a coworker about some especially difficult situation) in a manner that accomplishes their objective and diminishes the possibility that anyone will be needlessly hurt.

Zenger, J., & Folkman, J. (2009). *The Extraordinary Leader: Turning Good Managers into Great Leaders*. New York, NY: McGraw-Hill.

People can learn how to lead. This was the position John H. Zenger and Joseph R. Folkman took when they wrote their now-classic leadership book *The Extraordinary Leader*—and it's a fact they reinforce in this new, completely updated edition of their bestseller. Zenger and Folkman revisit the subject to address leaders' most pressing concerns today. The result is an up-to-date, essential leadership guide for the twenty-first century that includes: late-breaking research on the psychology of leadership, new information on leading in a global environment, a breakthrough case study on measuring improved leadership behavior, and studies revealing the importance of follow-through. *The Extraordinary Leader* explains how to build leadership skills that will take you and your organization to unimagined success.

ACHIEVE OUTSTANDING RESULTS

Covey, S. R. (2004). *The 7 Habits of Highly Effective People*. New York, NY: Free Press.

In *The 7 Habits of Highly Effective People*, author Stephen R. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, service, and human dignity -- principles that give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates.

Goldsmith, M., & Reiter, M. (2007). *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. New York, NY: Hyperion.

Organizations are filled with men and women who have worked hard for years to reach the upper levels of management. They're intelligent, skilled, and even charismatic. But only a handful of them will ever reach the pinnacle -- and as executive coach Marshall Goldsmith shows in this book, subtle nuances make all the difference. These are small "transactional flaws" performed by one person against another (as simple as not saying *thank you* enough), which lead to negative perceptions that can hold any manager back. Using Goldsmith's straightforward, jargon free advice; it's amazingly easy behavior to change.

Hammond, J. et al. (2002). *Smart Choices: A Practical Guide to Making Better Decisions*. New York, NY: Broadway Books.

The authors of *Smart Choices* provide a straightforward, easy-to-follow process for making decisions, along with techniques for clearly and effectively assessing options. Combining solid research with common sense and practical experience, this user-friendly guide shows readers how to assess deep-seated objectives, create a comprehensive set of alternatives, determine likely consequences, make tradeoffs, and grapple with uncertainty. Not only will readers learn *how* to make decisions, they will learn how to make the *smartest* decisions.

Kouzes, J.M., & Posner, B. Z. (2003). *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*. San Francisco, CA: Jossey-Bass.

Building on the knowledge base of their previous books, the third edition of *The Leadership Challenge* is grounded in extensive research and based on interviews with all kinds of leaders at all levels in public and private organizations from around the world. While the content of leadership has not changed, the context has-and in some cases, changed dramatically. The authors describe the five fundamental practices of leadership, ten commitments that stem from these practices, and the daily actions needed to fulfill each commitment.

Loehr, J., & Schwartz, T. (2003). *The Power of Full Engagement*. New York, NY: Free Press.

As bestselling authors Jim Loehr and Tony Schwartz demonstrate in this book, managing energy, not time, is the key to enduring high performance as well as to health, happiness, and life balance. The number of hours in a day is fixed, but the quantity and quality of energy available to us is not. This fundamental insight has the power to revolutionize the way you live your life. *The Power of Full Engagement* is a highly practical, scientifically based approach to managing your energy more skillfully both on and off the job.

ACHIEVE OUTSTANDING RESULTS (CONTINUED)

Russo, J. E. (2002). *Winning Decisions: Getting It Right the First Time*. New York, NY: Currency.

Distilling over thirty years of groundbreaking research, *Winning Decisions* is a comprehensive guide to the proven methods of making critical business decisions confidently, quickly and correctly. The authors contend that decision-making, like any other skill, must be developed and honed if it is to be used effectively. *Winning Decisions* offers step-by-step analyses of how people typically make decisions, and provides invaluable advice on how to improve your chances of getting your next big decision right the first time.

INSPIRE AND DEVELOP PEOPLE

Anderson, E. (2006). *Growing Great Employees: Turning Ordinary People into Extraordinary Performers*. New York, NY: Penguin Group.

In this book, Erika Andersen explains how to stay ahead of the competition by investing in your people. You'll discover: listening is your most powerful asset for motivating and building commitment, everything you know about interviewing is wrong (discover what you really need in a potential employee), and how to get people feeling like part of the team from day one. Whether you're a first-time manager or a senior manager, Andersen will help you create a dynamic workplace, where the efforts you make today will blossom into success for years to come.

Blanchard, K. & Muchnick, M. (2003). *The Leadership Pill: The Missing Ingredient in Motivating People Today*. New York, NY: Free Press.

This entertaining and inspiring book is a parable about the competition between two leaders with totally different management styles -- a story that reveals the ingredients of truly effective leadership. According to the authors, leaders must show integrity, build a culture of partnership, and affirm their employees' sense of self-worth by letting them know that what they do is important. *The Leadership Pill* shows managers at any level how to apply the right techniques for getting both results and the commitment of their people, even when the pressure to perform is high.

Bruce, A. (2002). *Building a High Morale Workplace*. New York, NY: McGraw-Hill.

Building a High Morale Workplace provides dozens of techniques and examples for turning any workplace into a community. It shows managers how to help employees foster a genuine bond with an employer, turn around a negative workplace, and create and sustain a positive attitude.

Halpern, B. L., & Lubar, K. (2004). *Leadership Presence*. New York, NY: Penguin Group.

Halpern and Lubar will teach you how to handle tough situations with heightened confidence and flexibility, how to build your relationships to enhance collaboration and organizational development, how to express yourself dramatically and motivate others, and how to integrate your personal values into your communication to inspire others and become a more effective leader. Learning the skills of the true performance experts, you will understand why *Leadership Presence* is the key to dynamic and authentic leadership.

Harvey, C., & Allard, J. M. (2002). *Understanding and Managing Diversity: Readings, Cases, and Exercises*. Upper Saddle River, NJ: Prentice Hall.

This book uses applications to clarify and understand the complexity of a diverse workforce, and how it can be used as an organizational asset. The authors cover the forces acting for and against the shift to a more diverse workforce and the application of the theories and practices that lead to inclusive management. This collection includes classic diversity articles by well-known authors such as Peggy McIntosh, Deborah Tannen, William Sowell, Horace Miner, and Taylor Cox.

INSPIRE AND DEVELOP PEOPLE (CONTINUED)

Hersey, P. (1997). *The Situational Leader*. Escondido, CA: Center for Leadership Studies.

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 performance organizations. This book presents a practical framework to developing people and increasing productivity. 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.

Katzenbach, J. R., & Smith, D. K. (2003). *The Wisdom of Teams: Creating the High-Performance Organization*. New York, NY: HarperBusiness.

Many companies overlook the potential of teams in turning around lagging profits, entering new markets, and making exciting innovations happen -- because they don't know how to utilize teams successfully. Authors Jon R. Katzenbach and Douglas K. Smith talked with hundreds of people in more than thirty companies to find out where and how teams work best and how to enhance their effectiveness. They reveal: the most important element in team success, who excels at team leadership, and why companywide change depends on teams.

Kaye, B. K., & Jordan-Evans, S. (2002). *Love'Em or Lose 'Em: Getting Good People to Stay*. San Francisco: Berrett-Koehler.

With replacement costs high and start-up time critical, employee retention is more valuable than ever. This best-selling guide provides 26 strategies to keep talented employees happy and productive. Citing research and experience with dozens of organizations, the authors present many examples of how today's companies have applied their retention strategies and increased their retention rates. The authors show that employees want meaningful work, opportunities for growth, excellent bosses, and a sense of connection to the company.

Kouzes, J. M., & Posner, B. Z. (2003). *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others*. San Francisco, CA: Jossey Bass.

All too often, simple acts of human kindness are often overlooked and underutilized by people in leadership roles. Advising mutual respect and recognition of accomplishments, *Encouraging the Heart* shows us how true leaders encourage and motivate those they work with by helping them find their voice and making them feel like heroes.

Lencioni, P. M. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco, CA: Jossey-Bass.

Throughout this fable, Lencioni reveals the five dysfunctions which go to the very heart of why teams, even the best ones, often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. This compelling fable communicates a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.

INSPIRE AND DEVELOP PEOPLE (CONTINUED)

Zenger, J., Folkman, J., & Edinger, S. (2009). *The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate*. New York, NY: McGraw-Hill.

Through an extensive study conducted over four years, the authors found that the impact of inspiring and motivating others is consistent across different kinds of organizations and within different cultures. *The Inspiring Leader* reveals the authors' newest proprietary research on how top leaders inspire teams to greatness. It discusses the behaviors exhibited by the most successful leaders and includes advice on how to implement them. The book shows how to establish a clear vision and direction, use the power of emotions, create stretch goals for your team, foster innovation and risk taking, encourage teamwork and collaboration, and champion change.

LEAD INNOVATION AND POSITIVE CHANGE

Bridges, W. (1991) *Managing Transitions: Making the Most of Change*. New York, NY: HarperCollins Publishers.

Business consultant William Bridges attacks an area of managing change that many not only avoid, but also do not even recognize--the human side of change. Directed at managers and employees in today's organizations, where change is necessary to revitalize and improve performance, this book addresses the fact that it is people who have to carry out the change.

Dundon, E. (2002). *The Seeds of Innovation: Cultivating the Synergy that Fosters New Ideas*. New York, NY: AMACOM.

Elaine Dundon offers a "how-to" prescription for building creative and strategic innovation skills at all levels of an organization (rather than focusing on decision-making levels only) and explains how to produce measurable results that translate directly to the bottom line. Using field-tested concepts and practical examples, and featuring easy-to-apply processes and concrete thinking tools, this straight-talking book provides a broadly applicable guide to innovation.

Farson, R. (2002). *The Innovation Paradox: The Success of Failure, the Failure of Success*. New York, NY: Free Press.

In *The Innovation Paradox*, Richard Farson and Ralph Keyes argue that failure has its upside, success its downside. Both are steps toward achievement, and the two extremes are not as distinct as we imagine. In today's business economy, it's not success or failure – it's success *and* failure that lead to genuine innovation. This book teaches the reader how to become more failure tolerant, more risk friendly, and therefore more innovative.

Kotter, J. (2005). *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions*. New York, NY: St. Martin's Press.

Our Iceberg is Melting is a story of resistance to change and heroic action, confusion and insight, seemingly intractable obstacles and the most clever tactics for dealing with those obstacles. Simple explanatory material following the fable enhances the lasting value of these lessons.

Kotter, J., & Cohen, D. S. (2002). *The Heart of Change: Real Life Stories of How People Change Their Organizations*. Boston, MA: Harvard Business School Press.

Through compelling, real-life stories from people in the trenches, in all kinds of organizations, the authors attack the fundamental problem that underlies every major transformation: How do you go beyond simply getting your message across to truly changing people's *behavior*? While most companies believe change happens by making people think differently, Kotter and Cohen say the key lies in making them *feel* differently. They introduce a new dynamic-"see-feel-change"-that fuels action by *showing* people potent reasons for change that spark their emotions.

LEAD INNOVATION AND POSITIVE CHANGE (CONTINUED)

Sloane, P. (2007) *The Innovative Leader: How to Inspire Your Team and Drive Creativity*. Philadelphia, PA: Kogan Page Limited.

The Innovative Leader stresses the importance of innovation and creativity in modern business to help organizations secure competitive advantage over rivals. It shows how to apply methods of innovation and creativity to the individual, to peers, and to the organization. Author Paul Sloane demonstrates the importance of setting out your vision clearly and emphasizes the need for continual evaluation of the process.

Vengel, A. A. (2001). *The Influence Edge: How to Persuade Others to Help You Achieve Your Goals*. San Francisco: Berrett-Koehler.

Alan Vengel teaches you the influence skills you need to enlist the cooperation of others, inside and outside the organization, to achieve your professional goals. Vengel offers tips for successful influence in real business situations, showing how to influence without authority, sell your ideas, and build better relationships. This book will help you to get results faster and move people to action by using a systematic step-by-step approach.