



RESOURCE GUIDE FOR SKILL DEVELOPMENT

This guide has been developed to help managers and staff members in the preparation of Individual Development Plans. It provides targeted development solutions for the most frequently identified areas where development is needed at Yale University.

1. **Effective communications (written, verbal, listening skills, etc.)**
2. **Delivering high performance and motivating high performance from subordinates**
3. **Conflict resolution (willingness and skill)**
4. **Action orientation**
5. **Goal setting and prioritization**
6. **Building trust by being open and direct**
7. **Decision making (speed and quality)**
8. **Change management**
9. **Development (self and others)**
10. **Time management**
11. **Collaboration and teamwork**
12. **Innovation and problem solving**

Effective communications (written, verbal, listening skills, etc.)

Definition:

Writes and speaks clearly and concisely. Listens effectively. Creates and communicates compelling messages which inspire action. Can assess the interests and needs of individuals and elicit appropriate buy-in.

On-The-Job Development Activities:

- **Encourage discussion and questions when communicating new information in order to confirm your message has been understood as you intended.**
- **When creating a written message, think of what you want it to accomplish; review it to exclude any information that does not add to accomplishing that goal.**
- **Present at a team meeting and ask for feedback from the meeting leader.**
- **Before delivering a message, share a written draft of your message with a trusted person asking him or her to identify how the message could be improved, clarified, or made more exciting with examples.**
- **On a project for which you need extra effort from project members, create a deck which uses graphics and pictures to inspire the action you are requesting.**
- **Before presenting a new process to your department, engage department members to identify their interests. Present the new process emphasizing the benefits of the change for the department.**

Effective communications (written, verbal, listening skills, etc.)

Self Study:

Books

- ***Persuasive Writing and Speaking: Communication Fundamentals for Business*, by Phyllis Wachob. Stamford, CT: Thomson Learning, 2004.**
- ***How to Talk so People Listen*, by Sonya Hamlin. New York, NY: HarperCollins Publishers, 2006.**
- ***The Encyclopedia of Business Letters, Faxes, and Emails*, by Robert W. Bly and Regina Anne Kelly. Franklin Lakes, NJ: Career Press Inc., 2009.**
- ***Writing for Business*, by Harvard Business School Press. Boston, MA: Harvard Business School Publishing, 2007.**

Websites:

- **www.bartleby.com/141**
- **www.businesslistening.com**
- **www.communicationandconflict.com**
- **www.mindtools.com**
- **www.pachter.com/business_training_e-newsletter.html**

Yale Courses:

- **Effective Communication: The Art of Building Bridges**
- **Speak, Listen, Be Understood**
- **Business Writing**
- **Grammar & Punctuation: Writing Clearly**

Delivering high performance and motivating high performance from subordinates

Definition:

Is a role model in fulfilling job responsibilities. Creates a culture of high expectations for job performance.

On-The-Job Development Activities:

- **Clarify your job responsibilities with your supervisor and determine what outstanding performance would look like. Use that information in setting performance goals.**
- **Identify a colleague who performs similar tasks at a high level and ask for feedback on how you could perform a particular task better.**
- **Take deadlines seriously; complete tasks on time.**
- **Be an example of commitment and quality in performing your work. Be enthusiastic about your work and share your enthusiasm with others.**
- **Set the bar higher by envisioning excellent performance of a task or assignment and share your expectations with others.**
- **Compliment direct reports and/or colleagues who display high performance and commitment standards.**
- **When assigning new or challenging work, express confidence that the person will succeed. Set the individual up for success by setting clear goals and expectations for performance.**

Delivering high performance and motivating high performance from subordinates

Self Study:

Books

- ***The Power of Full Engagement*, by Jim Loehr, and Tony Schwartz. New York, NY: Free Press, 2003.**
- ***Love It, Don't Leave It: 26 Ways to Get What You Want*, by Beverly Kaye and Sharon Jordan-Evans. San Francisco, CA: Berrett-Koehler Publishers, 2003.**
- ***The Seven Habits of Highly Effective People*, by Stephen Covey. New York, NY: Simon & Schuster Ltd., 2005.**
- ***The Emotionally Intelligent Manager*, by David R. Caruso and Peter Salovey. San Francisco, CA: Jossey-Bass, 2004.**
- ***You Already Know How to be Great*, by Alan Fine. New York, New York: Penguin Group, 2010.**
- ***Root Cause Analysis: Improving Performance to Bottom-Line Results*, by Robert J. Latino and Kenneth Latino. Boca Raton, FL: CRC Press, 2006**

Websites:

- **www.asq.org/new-to-quality/first-steps/**
- **www.innovativeteambuilding.co.uk**
- **www.mindtools.com**
- **www.performanceportal.org**

Yale Courses:

- **Goal Setting and Feedback for Non-Supervisors**

For Managers of Staff:

- **Yale Performance Management: Conducting an Effective Performance Review**
- **Yale Performance Management: Setting Effective Performance Goals**
- **C & T Performance Management Training for Supervisors**
- **InsideOut Coaching**

Conflict resolution (willingness and skill)

Definition:

Approaches conflicts as opportunities for improvement. Listens to understand different perspectives and interests. Builds agreement based on common ground. Able to resolve tough issues and settle disputes equitably.

On-The-Job Development Activities:

- **In your daily interactions with your department, encourage and hear out different viewpoints on various matters.**
- **When a conflict arises, address your own emotions and diffuse them before dealing with the situation. Confront the issue in a timely fashion and deal with it without becoming defensive or aggressive.**
- **Analyze a conflict you are aware of which took place in the past. Determine whether the issue was personality differences, undefined work responsibilities, unclear goals, other causes or some combination. Apply this same method to determine the causes of a current conflict in which you are involved, and address the root causes you identify.**
- **When working on resolving a conflict, collect facts from all parties in an unbiased manner before deciding on an action plan.**
- **Establish ground rules with yourself and your staff on how to solve conflict, for example, listen respectfully to each other, and brainstorm all possible options for a resolution.**
- **Facilitate a conflict resolution between two people in your group by encouraging discussion between them. Provide clarification of the issue, and coach the parties to determine the solution.**

Conflict resolution (willingness and skill)

Self Study:

Books

- ***Crucial Conversations***, by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler. New York, NY: McGraw-Hill Publishers, 2012.
- ***Difficult Conversations: How to Discuss what Matters Most***, by Douglas Stone, Bruce Patton, Sheila Heen, and Roger Fisher. New York, NY: Penguin Books, 2000.
- ***Getting to Yes***, by Roger Fisher, William L. Uri, and Bruce Patton. New York, NY: Penguin Group (USA) Inc., 2011.
- ***Resolving Conflict at Work: Ten Strategies for Everyone on the Job***, by Kenneth Cloke and Joan Goldsmith. San Francisco, CA: Jossey-Bass, 2011

Websites:

- www.businesslistening.com/conflict_resolution
- www.communicationandconflict.com
- www.crnhq.org
- www.mindtools.com
- www.vitalsmarts.com

Yale Courses:

- **Interest Based Problem Solving**
- **Difficult Conversations**

Action orientation

Definition:

Takes steps without prodding from others to begin and accomplish tasks. Takes personal responsibility for the success of the group. Seeks solutions to problems before being directed or assigned. Performs tasks outside the norm.

On-The-Job Development Activities:

- **Discuss your responsibilities with your supervisor, clarify the priorities, and determine the expectations for each. Ask what else would be valuable to get done, if time becomes available.**
- **Identify a recurring problem in your department, research ways to reduce the occurrences or improve the way it is handled. Present to your manager.**
- **Map out the steps involved in completing your tasks and look for ways to reduce steps to complete the tasks more efficiently.**
- **Select a small project that has a deadline; finish the project before the due date. Use the extra time to take on additional activities.**
- **Ask your supervisor for a project that he/she would be willing to delegate to you. Determine with your supervisor the measurements of successfully completing the project.**
- **Think of your customers or others who receive or rely on your work and consider what else you can provide that they would value. Confirm your ideas with them and take action as appropriate.**
- **Take ownership of an un-owned department activity, such as tracking relevant information that hasn't been captured before.**

Action orientation

Self Study:

Books

- ***1001 Ways to Take Initiative at Work*, by Bob Nelson. New York, NY: Workman Publishing Company, 1999.**
- ***Ready for Anything: 52 Productivity Principles for Work and Life*, by David Allen. New York, NY: Viking, 2003.**
- ***Talent Is Never Enough Workbook*, by John C. Maxwell. Nashville, TN: Thomas Nelson, 2007.**
- ***The Answer to How Is Yes: Acting on What Matters*, by Peter Block. San Francisco, CA: Berret-Koehler Publishers, Inc., 2003.**
- ***The Seven Habits of Highly Effective People*, by Stephen Covey. New York, NY: Simon & Schuster Ltd., 2004.**

Websites:

- **www.career-tools-hq.com/take-initiative.html**
- **www.creativityatwork.com**
- **www.employeeengagement.ning.com**
- **www.mindtools.com**

Yale Courses:

- **Managing Up**
- **Project Management Lite**
- **Leading with Influence**

Goal setting and prioritization

Definition:

Sets goals that are aligned with University and department goals and mission. Gives priority to the most important objectives. Establishes milestones and measures to insure timely and quality goal achievement. Clearly articulates goals and priorities to others. Determines hindrances to reaching goals and removes those hindrances when possible.

On-The-Job Development Activities:

- **When given an assignment, clarify the expected results, the most important aspects of assignment, and expected performance standards. Use that information to complete the assignment.**
- **Make a list of challenging items you would like to accomplish in your position within the next 6 months. Establish milestones and roadblocks. Mark your progress on reaching milestones and reducing roadblocks.**
- **When working on a project, first answer the question “what is the primary goal of this project?” Keep this key objective top of mind as you work through the project.**
- **Periodically review your priorities and goals to see that they still align with the University’s goals. Make changes as appropriate.**
- **Review the total work needs and requests for yourself (or your department) and set meaningful priorities taking into account resources, constraints, and the potential impact and contribution of the work.**
- **When giving assignments to others, clearly explain what is expected, using measurable definitions. Establish metrics and set check-in dates to insure progress and stay on track.**
- **When communicating a goal, use multiple channels such as email, spoken word, and written documentation.**

Goal setting and prioritization

Self Study:

Books

- *Getting Organized at Work: 24 Lessons to Set Goals, Establish Priorities, and Manage Your Time*, by Kenneth Zeigler. New York, NY: McGraw-Hill Publishers, 2008.
- *Goals and Goal Setting*, by Larrie Rouillard. Menlo Park, CA: Crisp Publications, 2001.
- *Root Cause Analysis: Improving Performance to Bottom-Line Results*, by Robert J. Latino and Kenneth Latino. Boca Raton, FL: CRC Press, 2006.
- *The Answer to How Is Yes: Acting on What Matters*, by Peter Block. San Francisco, CA: Berret-Koehler Publishers, Inc., 2003.
- *The Seven Habits of Highly Effective People*, by Stephen Covey. New York, NY: Simon & Schuster Ltd., 2004.

Websites:

- www.career-success-for-newbies.com/setting-and-achieving-goals.html
- www.mindtools.com
- www.superperformance.com
- www.valuebasedmanagement.net/methods_benchmarking.html

Yale Courses:

- Goal Setting and Feedback for Non-Supervisors

For Managers of Staff:

- Yale Performance Management: Conducting an Effective Performance Review
- Yale Performance Management: Setting Effective Performance Goals
- C & T Performance Management Training for Supervisors
- InsideOut Coaching

Building trust by being open and direct

Definition:

Shares information in an honest and direct manner. Is seen as a truthful individual who can and will present the unvarnished truth in an appropriate and helpful way. Always lets people know where they stand. Doesn't hold back anything that needs to be said. Provides timely, direct and actionable positive and corrective feedback to others.

On-The-Job Development Activities:

- **Self reflect to determine whether you have avoided or neglected to provide important information to colleagues or staff and plan how and when you will convey the information.**
- **Review the logic behind a decision before making an announcement; be prepared to answer questions regarding your decision. Take time to plan for a difficult conversation you have been postponing. Ensure you have identified your stake in the discussion and your positive intention for the outcome. When you are prepared, set a time to meet.**
- **Volunteer to help with a project recap in order to practice sharing information in an honest and open manner.**
- **When delivering information, disclose as much information as appropriately possible.**
- **Admit a mistake that has affected others and explain the situation behind the mistake.**
- **Address performance issues in a timely manner. Ask directly for what is needed and explain why.**
- **When giving constructive feedback, use specific examples. Avoid blame and present the facts.**

Building trust by being open and direct

Self Study:

Books

- ***The Courageous Messenger: How to Successfully Speak Up at Work*, by Kathleen D. Ryan, Daniel K. Oestreich, George A. Orr, and George A. Orr III. San Francisco, CA: Jossey-Bass, 1996.**
- ***Communication with Credibility and Confidence*, by Gay Lumsden and Donald Lumsden. Belmont, CA: Wadsworth Publishing co., 2005.**
- ***Being Genuine: Stop Being Nice Start Being Real*, by Thomas d'Ansembourg. Encinitias, CA: PuddleDancer Press, 2007.**
- ***Crucial Conversations*, by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler. New York, NY: McGraw-Hill Publishers, 2012.**

Websites:

- **www.courageinstitute.org**
- **www.expressyourselftosuccess.com**
- **www.humanresources.about.com/od/Trust**
- **www.mindtools.com**
- **www.vitalsmarts.com**

Yale Courses:

- **Trust Builders: Establishing a Culture of Trust**
- **InsideOut Coaching (for Managers of Staff only)**
- **Difficult Conversations**

Decision making (speed and quality)

Definition:

Quickly determines when to gather more information and/or when to act. Looks for what will help and what will hinder accomplishing a goal, and removes hindrances where possible.

Formulates solutions and suggestions which prove to be appropriate and solid when judged over time.

On-The-Job Development Activities:

- **When making a decision, set time limits on gathering pieces of information.**
- **Identify a decision that requires input from others. Involve those people as soon as needed to allow them time give adequate input.**
- **Make a list of options of a decision and the likely results of each option. Take into account the effects on other individuals and departments, and broader University goals.**
- **Assess your decision making style. Learn about others styles and try to incorporate some of those styles when appropriate.**
- **Analyze a decision already made and the long term outcomes. Ask: What could you have done differently at the time? What were some unexpected outcomes? What did you learn that you can use in future decision making?**
- **For large decisions, establish checkpoints to keep the decision making process moving quickly.**
- **Look for opportunities to appropriately delegate decision making authority. Push decision making down to the level most knowledgeable of the situation.**

Decision making (speed and quality)

Self Study:

Books

- ***Decide and Conquer: Make Winning Decisions and Take Control of Your Life*, by Stephen P. Robbins. Upper Saddle, NJ: Pearson Education, Inc., 2004.**
- ***Decisions, Decisions: the Art of Effective Decision Making*, by David A. Welch. Amherst, NY: Prometheus Books, 2003**
- ***Decision Making and Problem Solving Strategies: Learn Key Problem Solving Strategies; Sharpen Your Creative Thinking Skills; Make Effective Decisions* by John Adair. London, UK: Kogan Page, Ltd., 2010.**
- ***Six Thinking Hats*, by Edward de Bono. New York, NY: Back Bay Books, 1999.**
- ***Smart Choices: A Practical Guide to Making Better Decisions*, by John S. Hammond, Ralph L. Keeney and Howard Raiffa. New York, NY: Broadway Books, 2002.**
- ***Winning Decisions: Getting It Right the First Time*, by J. Edward Russo and Paul J. H. Schoemaker. New York, NY: Currency, 2002.**

Websites:

- **www.austhink.org/critical**
- **www.criticalthinking.org**
- **www.decisionmaking.org**
- **www.mindtools.com**

Change management

Definition:

Manages the change process in a manner that ensures institutional, as well as personal objectives are met. Maintains a positive outlook to support adoption of change. Willingly transitions when new methods or systems are implemented. Takes the lead in unit improvement and/or setting new business directions.

On-The-Job Development Activities:

- **When dealing with change, ask for reasons behind the change to better understand what and how other areas are affected by the change, as well as your department.**
- **Establish a process or structure for implementing a new change. Share the process or structure with others in the department.**
- **Consider reasons why people may be resistant to a change and openly discuss these reasons with others. Brainstorm ways to overcome the resistance.**
- **Volunteer to be part of a team that is rolling out a change initiative.**
- **Look for benefits of a change and explain those benefits to others.**
- **Plan for change by considering alternate solutions to the problem at hand and weigh the pros and cons of different approaches. Analyze the potential impact of actions and alternatives before they are implemented.**
- **Communicate change in a positive manner.**
- **If you are initiating a change, implement the change on a small scale or pilot it first. Modify the change as appropriate before rolling out on a larger scale.**
- **Involve others and gather necessary information when planning for change.**

Change management

Self Study:

Books

- *Change is Everybody's Business: Claim Your Change Power*, by Patricia McLagan. San Francisco, CA: Berrett-Koehler Publishers, 2002.
- *Managing Transitions: Making the Most of Change*, by William Bridges and Susan Bridges. Philadelphia, PA: Perseus Books Group, 2009.
- *Resiliency at Work: How to Succeed No Matter What Life Throws at You*, by Salvatore R. Maddi and Deborah M. Khoshaba. New York, NY: AMACOM, 2005.
- *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*, by John Kotter and Holger Rathgeber. New York, NY: St. Martin's Press, 2006.
- *The Heart of Change: Real Life Stories of How People Change Their Organizations*, by John Kotter and Dan S. Cohen. Boston, MA: Harvard Business School Publishing, 2002.
- *Who Moved My Cheese?*, by Spencer Johnson. New York, NY: Putnam, 2002.

Websites:

- www.changingminds.org
- www.change-management.com/tutorial-5-tips-resistance.htm
- www.mindtools.com

Yale Courses:

- **Leading through Change**

Development (self and others)

Definition:

Looks for opportunities to learn and develop new skills. Searches for stretch assignments for self and/or direct reports. Finds ways to leverage others' talents and strengths. Takes time to self reflect and identify areas for self improvement.

On-The-Job Development Activities:

- **Ask for constructive feedback from others on how you could improve your skills. Act on the feedback.**
- **Note your strengths and development needs. Identify your most important development opportunities.**
- **Schedule a meeting with your supervisor to discuss your professional goals.**
- **Think of different ways to use your strengths that will keep you engaged and add value to your department.**
- **If you are a manager, invite your employees to meet with you to discuss their professional goals. Encourage 100% participation of Individual Development Planning among your direct reports.**
- **Delegate one of your job responsibilities to a direct report who is almost ready for the responsibility. Provide frequent constructive and positive feedback.**
- **As a manager, retain valued employees by designing work challenges that will develop and engage them.**

Development (self and others)

Self Study:

Books

- ***Developing Executive Skills: Managing Yourself, Others and Organizations*, by John R. Hook. Weybridge, VT: Velocity Business Publishing, 2001.**
- ***Great Work, Great Career*, by Stephen Covey and Jennifer Colosimo. Salt Lake City, UT: FranklinCovey Co., 2009.**
- ***HBR's 10 Must Reads on Managing Yourself*, by Harvard Business Review. Boston, MA: Harvard Business School Publishing, 2010.**
- ***The Inner Game of Work: Focus, Learning, Pleasure, and Mobility in the Workplace*, by W. Timothy Gallwey. New York, NY: Random House, 2000.**
- ***What Next: The Complete Guide to Taking Control of Your Working Life*, by Barbara Moses. New York, NY: DK Publishing, 2003.**

Websites:

- **www.accel-team.com/techniques/employee_evaluation.html**
- **www.career-tools-hq.com/career-development-articles.html**
- **www.managetrainlearn.com/field/personal-development**
- **www.mindtools.com**
- **www.the-happy-manager.com/goal-setting-activity.html**

Yale Courses:

- **Creating a Career Plan**
- **Great Manager Program (for Managers of Staff only)**

Time management

Definition:

Budgets time effectively and uses it efficiently. Values time of self and others. Attends to priority items first. Does not spend too much time on non-critical issues. Protects time for proactive work as opposed to reactive work.

On-The-Job Development Activities:

- **Do not overbook your schedule; be realistic with what you can accomplish in one day.**
- **Identify a significant time waster and make a plan to reduce the problem.**
- **Establish a habit of creating a daily to-do list, noting the most important items for the day.
Work on completing all the most important items for the day.**
- **Know the long range goal of an assignment and stay focused by creating milestones along the way.**
- **Before attending meetings, make an agenda, or get a copy of the agenda in order to be prepared.**
- **Group tasks into categories of: Critical, Important, Nice to Do; refer to the categories when budgeting your time.**

Time management

Self Study:

Books

- ***First Things First***, by Stephen Covey, A. Roger Merrill and Rebecca R. Merrill. London, UK: Simon & Schuster, 1999.
- ***Getting Things Done: The Art of Stress-Free Productivity***, by David Allen. New York, New York: Penguin Group, 2001.
- ***Organizing Your Day: Time Management Techniques That Will Work for You***, by Sandra Felton and Marsha Sims. Grand Rapids, MI: Revell Books, 2009.
- ***The Time Trap***, by Alec MacKenzie and Pat Nickerson. New York, NY: AMACOM, 2009.
- ***Time Management: Increase Your Personal Productivity And Effectiveness (Harvard Business Essentials)*** by Harvard Business School Press. Boston, MA: Harvard Business School Publishing, 2005.

Websites:

- www.howtomanagetime.org
- www.mindtools.com
- www.superperformance.com
- www.time-management-guide.com/time-management-skills.html

Yale Courses

- **Slaying the Email Dragon**
- **Time Management: Strategies for Success**
- **Project Management Lite**

Collaboration and teamwork

Definition:

Seeks information and input from other groups or departments when working on projects that will affect others. Willingly shares information with other groups or departments to help others reach their goals. Develops and maintains relationships with people in other departments and groups.

On-The-Job Development Activities:

- **Volunteer to work on a project that includes other departments.**
- **Work with a colleague in another department to solve an inter-department problem.**
- **At a staff meeting, mention what other departments are doing that would be of interest to your department.**
- **Test a project with other departments that are affected to ensure the project won't negatively affect their goals.**
- **Identify departments with whom your department interacts and create a list of people it would be helpful to learn more about. Set up a meeting with each of them to build rapport.**
- **Identify an existing problem in your group and have a brainstorming session, inviting people from outside your group. Send a thank you to anyone who provides information or assistance for which you asked. Tell them you are willing to help them in the future.**
- **Review the University's organizational chart to see what other departments exist. Pick one that may connect in some way to your department and learn more about it.**

Collaboration and teamwork

Self Study:

Books

- ***Breakthrough Teams for Breakneck Times: Unlocking the Genius of Creative Collaboration*, by Lisa K. Gundry and Laurie Lamantia. Chicago, IL: Dearborn Trade Publishing, 2001.**
- ***Collaboration: How Leaders Avoid The Traps, Create Unity and Reap Big Results*, by Morten T. Hansen. Boston: Harvard Business School Press, 2009.**
- ***Creating a Culture of Collaboration*, by Sandy Shuman (editor). San Francisco: Jossey-Bass, 2006.**
- ***Harvard Business Review on Collaborating Effectively*, by Harvard Business Review. Boston, MA: Harvard Business School Publishing, 2011.**
- ***Influence Without Authority*, by Allen Cohen and David Bradford. Hoboken, NJ: John Wiley & Sons, Inc., 2005**

Websites:

- **www.mindtools.com**
- **www.hrmreport.com/article/Interdepartmental-Collaborations-Vital-Link-to-Organizational-Profitability**
- **www.innovationtools.com**
- **www.teambuildingportal.com**

Yale Courses:

- **Interest Based Problem Solving**
- **Leading with Influence**

Innovation and problem solving

Definition:

Analyzes recurring problems and frequent requests. Identifies possibilities to create better methods or approaches to existing work. Focuses on what may work based on sound judgment regarding putting ideas into practice. Stimulates creative thinking in self and others.

On-The-Job Development Activities:

- **Compile a list of all potential causes of a specific inefficient process. Use this list to investigate new ways to accomplish the goal of the process.**
- **Review the purpose of a recurring project or assignment. Identify ways you might complete the project or assignment differently to better fit the purpose.**
- **Experiment with a new work habit that may improve efficiency. Note what works better and what doesn't.**
- **Volunteer to work on a team that is developing a new process or use of technology.**
- **Learn more about the technology that you are currently using (computer programs, smart phones, etc.) Use this information to improve your work.**
- **Research and identify best practices inside or outside the University that may apply to your work activities.**
- **Encourage others to think of new ideas on how to perform current work or to create new processes that improve productivity.**

Innovation and problem solving

Self Study:

Books

- ***Elements of Innovation***, by Thomas E. Ambler, M. Dana Baldwin, Robert W. Bradford, J. Peter Duncan, and Denise A. Harrison. Southport, CT: Center for Simplified Strategic Planning, 2004.
- ***Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation***, by Boru Douthwaite. London, UK: Zed Books, 2002.
- ***Decision Making and Problem Solving Strategies: Learn Key Problem Solving Strategies; Sharpen Your Creative Thinking Skills; Make Effective Decisions*** by John Adair. London, UK: Kogan Page, Ltd., 2010.
- ***The Houdini Solution: Put Creativity and Innovation to Work***, by Ernie Schenck. New York, NY: McGraw-Hill, 2007.
- ***The Seeds of Innovation: Cultivating the Synergy that Fosters New Ideas***, by Elaine Dundon. New York, NY: AMACOM, 2002.
- ***When Sparks Fly: Harnessing the Power of Group Creativity***, by Dorothy Leonard and Walter Swap. Boston, MA: Harvard Business School Press, 2005.

Websites:

- **www.breakthroughthinking.com**
- **www.creatingminds.org**
- **www.creativityatwork.com**
- **www.innovationtools.com**
- **www.mindtools.com**