

Leadership and Management Curriculum
Suggested Reading

Title: Asking the Right Questions – A Guide to Critical Thinking

Authors: Neil Browne, Stuart Keeley

Recommended by: Jim Carter

Browne and Keeley present both old and new suggestions for doing “critical thinking” better. Systematic evaluation of arguments based on explicit rational criteria is what we traditionally do. Terminology may change; new emphases may emerge; and worthwhile disputes about the criteria for rational conversation may break out. But, the habit of questioning the quality of reasoning or a belief or contention is implicit in the daily routine of DOD PMs. The use of “sound bites,” the popularity of simplistic arguments, and the amount of information to which we are exposed every day have all increased dramatically.

As the complexity of the world accelerates, there is a greater tendency to become passive absorbers of information, uncritically accepting everything we see and hear from “experts,” “talking heads,” textbook writers, teachers, lawyers, politicians, journalists and TV commentators. We accept what we see and hear without asking the right questions. As PMs we cannot afford to think this way. Get the book. It provides a framework for devising and asking the right questions and actively making personal choices about what to accept or reject.

Title: Bargaining for Advantage: Negotiation Strategies for Reasonable People

Author: G. Richard Shell

Recommended by: Darrell van Hutten

Based on Professor G. Richard Shell's executive training program at The Wharton School of Business, Bargaining for Advantage complements the interest-based negotiation principles in “Getting to Yes” by Roger Fisher and William Ury. Using a combination of lively storytelling, useful lessons gleaned from the tactics used by some of the world's leading business strategists, and the latest insights from negotiation research, Richard Shell outlines six foundations of effective negotiation and the four-step process negotiation process. Whether you are closing a business deal, negotiating a raise, or buying a car, Richard Shell teaches you to draw on your unique communication style to become a more confident negotiator.

Title: Becoming a Conflict Competent Leader: How you and your organization can manage conflict effectively

Author: Craig E. Runde and Tim A. Flanagan (Center for Creative Leadership) (www.conflictcompetentleader.com)

Recommended by: Sue Stein

The book describes assessments that can give leaders insight into how they currently approach conflict and offers suggestions for becoming a conflict competent leader.

Title: Beyond Band of Brothers : The War Memoirs of Major Dick Winters

Author: Dick Winters and Cole Kingseed

Recommended by: Brian Duddy

This is a story of leadership excellence by the man who was arguably one of the best combat commanders of WWII - the one who commanded Easy Company, 506th PIR, 101st Airborne Division. Goes beyond just the “what happened” in Band of Brothers to what made Winters a great leader. Includes the Ten Principles of Success provided in the F-117 Case. Read it-learn it-live it!

Title: BLINK – *the Power of Thinking Without Thinking*

Author: Malcolm Gladwell

Recommended by Jim Carter

BLINK is a book about how we think without thinking – about choices that seem to be made in an instant – in the blink of an eye – that actually aren’t as simple as they seem. In PMT-401 we exercise in decision making and critical thinking. Blink provides answers to the questions – “Why are some people brilliant decision makers, while others are constantly inept?” “Why do some people follow their instincts and win, while others end up stumbling into error?” “How do our brains really work – in the PMO, in the classroom, in the kitchen, in the bedroom? “Why are the best decisions often those that are impossible to explain to others?” BLINK demonstrates that the great decision makers aren’t those who process the most information or spend the most time deliberating, but rather, those who have perfected the art of “thin-slicing” i.e., filtering the very few factors that matter from the overwhelming number of variables. PMT-401 exposes you to 10 years of decision making in ten weeks to tune “tune-up” your intuitive “thin-slicing” skills. This book will help.

Title: Critical Chain

Author: Eli Goldratt

Recommended by: Chris Roman

Goldratt likes to present his ideas about management in the form of “business novels.” He feels that a fictional story makes the ideas more easily accessible. Goldratt is one of the most successful management consultants in the world. A physicist by training, Goldratt’s first novel “The Goal” sold two

million copies and was translated into 21 languages. Essentially, he argues that managerial decision making is usually localized and ignores system level effects.

Title: Crucial Conversations: Tools for Talking When Stakes are High

Authors: Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
(www.crucialconversations.com)

Recommended by: Joni Forman

A great book for improving communication at both work and home. How well do you handle high-stakes interactions? *Crucial Conversations: Tools for Talking When Stakes are High* demonstrates that when top-rated leaders and employees step up to controversial issues and heated discussions, they typically do so in a way that not only strengthens relationships but gets the best results.

Title: Executive Intelligence

Author: Justin Menkes

Recommended by: Darrell Van Hutten

Based on eight years of research on intelligence tests and cognitive skills, Executive Intelligence reveals the set of aptitudes that all brilliant leaders share.

Managerial work can be broken down into three subjects: accomplishing tasks, working with other people, and self-evaluation. Within each of these categories there are identifiable cognitive skills that determine how well an executive performs, such as:

TASKS -- the abilities to properly define a problem, identify the highest-priority issues, and assess both what is known and what needs to be known in order to render a sound decision.

OTHERS -- the abilities to recognize underlying agendas, understand multiple perspectives, and anticipate likely emotional reactions.

SELF -- the abilities to identify one's own mistakes, encourage and seek out constructive criticism, and adjust one's own behavior.

Though these cognitive skills play a profound role in determining a manager's success, they are not what most employers focus on when recruiting or promoting executives. Instead, nearly everyone fixates on personality type, style, or other irrelevant characteristics. This book seeks to refocus attention on what really determines leadership aptitude.

What star leaders do is not magic. Their accomplishments are made possible by specific, identifiable skills that can be measured -- **and improved**. With a clear understanding of Executive Intelligence, managers can develop a means to improve their own performance as well as identify and cultivate the critical mass of talent their organizations so desperately seek.

Title: First Break All the Rules

Author: Marcus Buckingham

Recommended by: John Horn

This discusses what the world's greatest managers do differently. It is based on in-depth interviews by the Gallup organization of over 80,000 managers in over 400 companies.

Title: First Things First

Author: Stephen Covey et al.

Recommended by: Roy Wood

More than time management, this modern classic book shows how to set and balance priorities. Teaches how to categorize tasks to focus on the important, not the merely urgent.

Title: Getting Past No: Negotiating Your Way from Confrontation to Cooperation

Author: William Ury

Recommended by: Tom Siemsen

Getting Past No was developed in response to questions raised by readers of Getting to Yes who found that the "formula" presented in the first book for negotiating agreements did not always produce the results desired. As the title of the second book implies, sometimes we find ourselves opposite someone who just won't cooperate as we hoped he/she would. Getting Past No provides additional guidance on what to do when your starting point is "No."

Title: Harvard Business Review (February 2006) article "The Seasoned Executive's Decision-Making Style"

Author: Kenneth R. Brousseau, Michael J. Driver, Gary Hourihan, and Rikard Larsson

Recommended by: Darrell Van Hutten

Leaders make decisions every day of their lives, but how they do it changes dramatically over the course of their careers. At lower levels, the job is to get widgets out the door; action is at a premium. At higher levels, the job involves decisions about which widgets to offer and how to develop them. To climb the corporate ladder and be effective in new roles, managers need to change the way they use information and evaluate options.

Title: INNOVATION – The FreeZone Thinking Experience

Author: Kepner, Fourie & Likubo

Recommended by: Jim Carter

If you ask most people about innovative thinking, they will tell you that creativity is a special talent and takes a special kind of brain and type of thinking. They will tell you that creativity is rare and difficult, that only some people are

blessed with it, and the rest of us have pretty much been left behind. The authors say, "Horse feathers! We don't believe it." They successfully make the case that anyone can be creative. All it takes is hard, pragmatic thinking, plus the right information, dealt with in the right way. The secret is getting the right information and using it properly. This book provides easily followed frameworks for creative decision making and critical thinking. They are identical to those which might be used to solve PMT-401's one-hundred-plus cases.

Title: Judgment in Managerial Decision Making

Author: Max Bazerman

Recommended by: Chris Roman

Concise book that describes, in a very entertaining way, the unconscious biases that contaminate decisions.

Title: Never Eat Alone –Other Secrets to Success, One Relationship at a Time

Author: Keith Ferrazzi

Recommended by Jim Carter

The secret to getting ahead in life says Ferrazzi, a master networker, is to reach out to other people. What distinguishes highly successful people from everyone else is the way they use the power of relationships, so that everyone wins. Ferrazzi lays out the specific steps and the inner mindset he uses to reach out to connect with thousands of colleagues friends, and associates, people he has helped and who have helped him. He has distilled his system into practical principles. Among them: "*Don't Keep Score*:" Its never simply about getting what you want. Its about getting what you want and making sure that the people who are important to you get what they want too. "*Ping Constantly*:" The ins and outs of reaching out to those in your circle of contacts all the time, not just when you need something. "*Never Eat Alone*:" The dynamics of status are the same whether you're working in a PMO or attending a society event. "Invisibility" is a fate worse than failure. PMs "on the move", take heed.

Title: Leading in a Culture of Change

Author: Michael Fullan

Recommended by: George Merchant

This book is the basis for the Leading through Change Theme. It offers an imaginative and useful approach for navigating the intricacies of the change process. Fullan condenses the change process down to five core competencies that we discuss in PMC.

Title: Leading With Questions

Author: Michael Marquardt

Recommended by: Stephanie Possehl

Based on interviews with twenty-two successful leaders who “lead with questions”, this book discusses the stumbling blocks to successful questioning, how to develop questions, and when to use them for desired results such as managing people, building teams, developing strategy, and enabling change.

Title: The One-Minute Manager

Author: Kenneth Blanchard

Recommended by: John Horn

This is a very short read (~1 hour) but an excellent synopsis on effective management/leadership. It is a standard and I personally believe every manager should read it. No exaggeration, I use it as my bible on management.

Title: Please Understand Me

Authors: David Kiersey and Marilyn Bates

Recommended by: George Merchant and Stephanie Possehl

This book presents the products of temperament research done by David Kiersey. It discusses how the different temperaments approach life and how people can understand the other temperaments better, harmonize temperaments with mates and children and how to use temperaments in leading others.

Title: The 7 Powers of Questions

Author: Dorothy Leeds

Recommended by: Stephanie Possehl

Dorothy Leeds reveals seven powers of questions and how to use them effectively. Questions: demand answers, stimulate thinking, give us valuable information, put you in control, get people to open up, lead to quality listening, and get people to persuade themselves. There are also chapters on using questions to transform your organization and drawing your family closer together.

Title: The 360-Degree Leader

Author: John Maxwell

Recommended by: Roy Wood

This is a new book (2005) that is aimed at the leaders in the middle of large organizations who have to lead and influence up (superiors), down (subordinates), and sideways (peers). Provides practical advice to those of us who are neither in the upper echelons of leadership nor at the bottom.

Title: Type Talk

Authors: Otto Kroeger and Janet Thuesen

Recommended by: George Merchant

This book is based on the Myers-Briggs Type Indicator and offers insight into why others behave the way they do and why we are the people we are – on the job, as a parent, in relationships and in all aspects of daily life.

Title: Who Moved My Cheese?

Authors: Spencer Johnson

Recommended by: Bob Steele

Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life, is a motivational book that parabolically describes change, in one's work and life, and four typical reactions to said change with two mice, two "little people", and their hunts for cheese. *Who Moved My Cheese?* features four characters; two mice, "Sniff" and "Scurry", and two little people, miniature humans in essence, "Hem" and "Haw", live in a maze, a representation of one's environment, and look for cheese, representative of happiness and success. Initially without cheese, each group, the mice and humans paired off, travel the lengthy corridor looking for cheese. One day both groups happen upon a cheese-filled corridor in "Cheese Station C". Content with their find, the humans establish routines around their daily intake of cheese slowly becoming arrogant in the process. One day they arrive at Cheese Station C to find no cheese left...

Title: Survival Kit for Leaders: An Interactive Way for a Leader to Become and Stay a Survivor, 2003

Authors: John C. Kunich, J.D. and Richard Lester, Ph.D.

Recommended by: Joni Forman

This is an easy to read paperback book that is valuable for any potential leader's tool box. It's broken down into 8 chapters providing real-world examples of outstanding leaders and useful tips on what makes for effective leadership. Additionally, at the end of each chapter are discussion questions to help you think actively and interactively about the material in each chapter. Several chapters of the book discuss the art of mentoring, feedback, and time management techniques—something every leader should know and learn.