

RECOMMENDED BOOKS ON LEADERSHIP

Dr. David Hartl

Batten, Joe D. *TOUGH-MINDED LEADERSHIP*. New York: AMACOM, 1989. 236 pages.

COMMENT: This AMA-published book is a gem, the follow-on to the now classic "Tough-Minded Management," which has been described as "the greatest management book ever" by H. Ross Perot. This book focuses on leadership and is full of concepts, models, and lists of qualities and provocative questions that redefine the leadership that is needed for the twenty-first century.

Belasco, James A. and Ralph C. Stayer. *FLIGHT OF THE BUFFALO: Soaring to Excellence, Learning to Let Employees Lead*. New York: Warner Books, 1993. 355 pages.

COMMENT: Metaphors abound to help readers take a critical look at what makes leadership effective or foolish. The focus is on the individual leader and provides ways to test ones own thinking about leading. Beyond that, it details how leaders can structure work, create systems, provide incentives, and clear away obstacles to performance.

Block, Peter. *THE EMPOWERED MANAGER*. San Francisco: Jossey-Bass Inc., Publishers, 1987. 204 pages.

COMMENT: This book directly assails "the bureaucratic mentality," defines and describes leadership appropriate to proactive organizations, and boldly addresses the political nature of organizations offering thoughtful methods and techniques for leaders to be effective in the context of resistance.

Bramson, Robert M. *COPING WITH DIFFICULT PEOPLE*. New York: Anchor Press/Doubleday, 1981. 226 pages.

COMMENT: In this highly readable book, Bramson describes profiles many of the difficult characters that every leader has encountered, at one time or another, and offers practical suggestions, words-to-say, questions to ask, and approaches to use with people that often make going to work an act of courage.

Heider, John. *THE TAO OF LEADERSHIP*. Atlanta: Humanics New Age, 1985. 166 pages.

COMMENT: Heider is a superbly qualified interpreter of ancient oriental thinking and finds a way in this short and powerful book to directly apply wisdom that has stood the test of time to modern issues of leadership. The writing is highly accessible while thought-provoking about the ways leaders can positively influence others and themselves.

Hersey, Paul. *THE SITUATIONAL LEADER*. Escondido: Center for Leadership Studies, 1984. 128 pages.

COMMENT: This is the most recent description of the now famous and widely used “Situation Leadership” model developed by Paul Hersey and Ken Blanchard a generation ago. It is as useful today as it was when first conceived. It details how leaders must use different leadership techniques for different individuals depending on their needs for task-centered or relationship-centered leadership. This model provides a vividly clear way to analyze requirements of different work situations and offers specific leadership methods to use accordingly.

Kouzes, James M. and Barry Z. Posner. *CREDIBILITY: How Leaders Gain and Lose It, Why People Demand It*. San Francisco: Jossey-Bass, Inc., Publishers, 1993. 332 pages.

COMMENT: A major comprehensive look at modern requirement and methods for leadership; based on rigorous research and disciplined theory, it provides well developed case examples and specific methods for effective leaders. It’s the follow-on book to the authors’ widely respected work *The Leadership Challenge*, 1987, and builds on their original concepts with new implications and illustrations for the essential role of credible leaders in modern organizations.

Manz, Charles C. and Henry P. Sims, Jr. *SUPER-LEADERSHIP: Leading Others to Lead Themselves*. New York: Berkley Books, 1989. 245 pages.

COMMENT: A new approach to leadership that focuses on creating self-directedness in others, multiplying the leader’s reach and effectiveness. The essential leadership orientation in this book is collaboration – working with and for, rather than attempting to control others. Well researched, the book offers examples and specific techniques for a modern, practical approach to providing a new kind of leadership.

Roberts, Wess. *LEADERSHIP SECRETS OF ATTILA THE HUN*. New York: Warner Books, 1985. 110 pages.

COMMENT: Attila got a bad rap, according to this little gem of a book. Roberts uses the story of Attila as a metaphor for focusing on the important and effective traits of leaders. It’s amusing, a bit outrageous, and surprisingly inspiring. The book offers more insight and philosophical perspective than practical techniques and methods. He leaves the reader to figure out how the ways we think about leadership determine the ways we act as leaders.

Wheatley, Margaret J. *LEADERSHIP AND THE NEW SCIENCE. Second Edition*. San Francisco: Berrett-Koehler Publishers, Inc., 1999. 197 pages.

COMMENT: This book presents concepts derived from “new science” and develops their implications for organizational and social leadership. Some of the new science is not so new, having been developed nearly a hundred years ago, but some of the scientific concepts she describes (e.g. chaos as a natural phenomenon) are truly recent and are defining the world in new ways that challenge many of the traditional concepts long held as “the truth” for leaders.

Revised February 2003