

Annotated Bibliography of Recent Leadership Books

Created May 1997, Updated July 1998, by Michael Welp, Ph.D., www.equalvoice.com

Your book suggestions are welcome. Please email them directly to me at: michael@equalvoice.com

Arrien, A. (1993). The Four-Fold Way: Walking the Paths of the Warrior, Teacher, Healer, and Visionary: HarperSanFrancisco.

By offering 20 years of research into how indigenous cultures deal with learning and change, Arrien provides timeless wisdom for today's leaders. There is a gem for everyone in this book.

Bass, B. M., & Stodgill, R. M. (1990). Handbook of Leadership. (3rd ed.). New York: Free Press.

This is the latest edition of the classic text on leadership theory and research. Attempts to provide an exhaustive review of the leadership literature. For classics, see also *Leadership*, by James MacGregor Burns and *Leadership: Multidisciplinary Perspectives*, by Barbara Kellerman.

Bennis, W. (1997). Managing People is Like Herding Cats. Provo, UT: Executive Excellence Publishing.

The latest book from an author of many leadership books. This book presents his latest thinking on leadership. His past classic, *On Becoming a Leader*, is the leadership book Al Gore recommends to his staff.

Block, P. (1993). Stewardship: Choosing Service Over Self-Interest. San Francisco: Berrett-Koehler.

A modern day elaboration of the hard-to-read classic, *Servant Leadership*, by Greenleaf. Block articulates how service is the highest form of leadership. His previous book, *The Empowered Manager*, remains a bestseller.

Bolman, L. G. (1997). Reframing Organizations: Artistry, Choice, and Leadership. (2nd ed.). San Francisco: Jossey-Bass.

Integrates organization theory into four frameworks to provide leaders and managers with insights into how to see more than one organizational "reality". Second edition of a popular book.

Bolman, L. G., & Deal, T. E. (1995). Leading with Soul: An Uncommon Journey of Spirit. San Francisco: Jossey-Bass.

From the authors of *Reframing Organizations* comes this contemporary parable of a common day leader exploring his spiritual realm. This short book teaches that the essence of true leadership is found in the heart of a leader.

Cashman, K. (1998). Leadership From The Inside Out. Provo, UT: Executive Excellence.

Reframes leadership as authentic self-expression that creates value. A guide for the inner journey of growing the person to grow the leader. Written by an excellent coach and founder of LeaderSource in Minneapolis.

Collins, J. C., & Porras, J. I. (1994). Built To Last: Successful Habits of Visionary Companies. New York: HarperBusiness.

While not a book focused on leadership, this popular book argues that it is not visionary charismatic leaders that make a difference, rather success comes from building an organization that "preserves the core" while stimulating innovation. Based on in-depth examination of 18 successful corporations.

Their research also finds that the most successful companies rely on home-grown management.

Covey, S. (1991). Principle-Centered Leadership. New York: Summit Books.

A focus on ethical leadership from the author of the best-selling *The 7 Habits of Highly Effective People*, where Covey led us through the stages of maturity to interdependence. Now he provides a clear set of ideas and guidelines on the topic of leadership.

Fairhurst, G. T., & Sarr, R. A. (1996). The Art of Framing: Managing the Language of Leadership. San Francisco: Jossey-Bass.

Provides a specific focus on how leaders need to manage meaning, images, and metaphors, in order to be successful in leading change.

Hagberg, J. (1994). Real Power: Stages of Personal Power in Organizations. Salem, WI: Sheffield Publishing Company.

Explores leadership by focusing on the concept of power. For Hagberg, personal power is defined as the extent to which one is able to link the outer capacity for action (external power) with the inner capacity for reflection (internal power). Includes a discussion of gender differences relating to her stage theory.

Heider, J. (1985). The Tao Of Leadership. New York: Bantam Books.

This popular book is a modern interpretation of Lao Tzu's *Tao Te Ching*. Recommend reading it as poetry, reflecting on each verse.

Heifetz, R. A. (1994). Leadership Without Easy Answers. Cambridge, MA: The Belknap Press of Harvard University Press.

This book is the product of a decade's research and teaching at Harvard University, focusing on how leaders adapt and lead, both with and without authority. Heifetz's experiential leadership courses are very popular. His perspective is further augmented by his background as a psychiatrist and a musician. Sixty pages of interesting endnotes in the back help readers gain broader perspective on the leadership literature.

Helgeson, S. (1990). The Female Advantage: Women's Ways of Leadership. New York: Doubleday/Currency.

Focuses exclusively on the unique leadership styles of women utilizing a case study approach. More recently she published *The Web of Inclusion*.

Hendricks, G., & Ludman, K. (1996). The Corporate Mystic. New York: Bantam Books.

Two consultants share their learning from working with executives for over 25 years. Their focus is on the principles followed by those in corporate leadership when they identify as spiritual leaders. Ethics is a strong theme in their reflections.

Hesselbein, F., Goldsmith, M., & Beckhard, R. (1996). The Leader of the Future. San Francisco: Jossey-Bass.

Short essays by over 20 leading theorists, authors, and executives. Each offer their unique perspective on the future of organizational leadership. Recently released was the follow-up volume: *The Organization of the Future*.

Hickman, C. R. (1990). Mind of a Manager, Soul of a Leader. New York: John Wiley & Sons, Inc. Hickman provides a thorough examination of the natural tension between managing and leading. Utilizes polarity thinking.

Jaworski, J. (1996). Synchronicity: The Inner Path of Leadership. San Francisco: Berrett-Koehler.

This book is the author's personal story of his exploration of leadership and his involvement with other leadership experts. Jaworski suggests that one's capacity as a leader comes from one's choice to allow life to unfold through oneself, a surrendering to the synchronicity of life. An important aspect involves recognizing that life is made up primarily of relationships rather than things. A very interesting story from the son of the Watergate Special Prosecutor.

Johnson, B. (1992). Polarity Management: Identifying and Managing Unsolvable Problems. Amherst, Massachusetts: HRD Press, Inc.

This book is not about leadership, but it is an important book in understanding the many complexities and contradictions which leaders must learn to manage and utilize.

Kets De Vries, M. F. R. (1993). Leaders, Fools, and Impostors: Essays on the Psychology of Leadership. San Francisco: Jossey-Bass.

This book explores leadership through the lenses of psychoanalysis. Explodes the myth that rationality governs organizations.

Koestenbaum, P. (1991). Leadership: The Inner Side of Greatness. San Francisco: Jossey-Bass. Seeing leadership as deeply personal, Koestenbaum applies his background in philosophy to explore this depth. He elaborates on his "Leadership Diamond" model which highlights a focus on vision, reality, ethics, and courage.

Kotter, J. P. (1996). Leading Change. Boston: Harvard Business School Press.

An expert on leadership, Kotter shares his current thinking and identifies an eight step process for organizational change. Includes how people often derail career tracks.

Kouzes, J. M., & Posner, B. Z. (1995). The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations. (2nd ed.). San Francisco: Jossey-Bass.

The second edition of a very popular book. Kouzes and Posner define five basic practices and ten specific behaviors core to leadership. Their ideas are based on extensive research on leaders, and on what followers expect from leaders. They recently published another book, *Credibility*, which explores the cornerstone of their framework.

Lipman-Blumen, J. (1996). The Connective Edge: Leading in an Interdependent World. San Francisco: Jossey-Bass.

Lipman-Blumen presents an integrated model of leadership designed to cope with two of the strongest emerging global forces: interdependence and diversity. Includes a portraits of recent female leaders and explores what the literature says about gender differences in leadership.

Morgan, G. (1996). Images of Organization. (2nd ed.). Beverly Hills: Sage.

A new edition of a classic text which revolutionized the topic of organization theory by applying the concept of multiple metaphors. While not about leadership, this book draws leaders deeper into understanding the multiple realities of organizational life.

Nevis, E. C., Lancourt, J., & Vassallo, H. G. (1996). Intentional Revolutions: A Seven-Point Strategy for Transforming Organizations. San Francisco: Jossey-Bass.

While not a book on leadership, this book describes key levers leaders have in transforming organizations. The authors have synthesized the field of behavioral science into seven key strategies for creating change.

O'Toole, J. (1995). Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom. San Francisco: Jossey-Bass.

As vice president of the Aspen Institute, O'Toole weaves his insights from the classics into his exploration of leadership. He argues for values based leadership over contingency or situational leadership. This book is built upon his earlier book, *The Executive's Compass*, which offers an in-depth exploration of how leaders must struggle with the four fundamental but contradictory values of liberty, equality, community, and efficiency.

Quinn, R. E. (1996). Deep Change: Discovering the Leader Within. San Francisco: Jossey-Bass. Quinn leads us on an engaging introspective journey towards finding our own internal leadership power. He previously wrote several excellent books on management: *Beyond Rational Management* and *Becoming a Master Manager*.

Renesch, J. (Ed.). (1994). Leadership in a New Era. San Francisco: New Leaders Press. A collection of short essays by 22 authors focusing on forward thinking ideas on leadership.

Schein, E. H. (1992). Organizational Culture and Leadership. San Francisco: Jossey-Bass. The second edition of the classic text on how leaders shape culture. Explains organizational culture in-depth, and the role of the leader as cultural manager.

Terry, R. W. (1993). Authentic Leadership: Courage in Action. San Francisco: Jossey-Bass. Provides an excellent literature review in an engaging fashion. Incorporates his "action wheel" framework of six key metaphors, as well as weaving in topics of racism, courage, ethics, and spirituality. This book is the culmination of 10 years of directing the Reflective Leadership Center at the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota.

Vaill, P. B. (1996). Learning as a Way of Being. San Francisco: Jossey-Bass. A follow-up to his earlier book, *Managing as a Performing Art*, from the author who coined the term "permanent whitewater". Here he reframes the job of leader as that of a continuous learner. A deep thinker, Vaill incorporates concepts of systemic thinking, cultural unlearning, and spirituality.

Wheatley, M. (1992). Leadership and the New Science. San Francisco: Barrett-Koehler. This book brings the emerging science of chaos and complexity to bear on the topic of leadership. Implications for leading in this new context are discussed.

Whyte, D. (1994). The Heart Aroused: Poetry and the Preservation of the Soul in Corporate America. New York: Currency.