



### Pat's Favorite Sources on Leadership (in no particular order):

Ailes, Roger: **You Are The Message**, 1988. "Getting What You Want By Being Who You Are." Covers first impressions, how tv changed the rules, being confident, instincts and rules, listening, essentials of a great communicator (be prepared, make others comfortable, be committed, be interesting), being likable, qualifications v. qualities, beyond charisma, energy v. technique, ego and humor and research and rhythm, image, dealing with anxiety, no apologies, media tactics. My version also has a User's Guide and checklist in it.

Garfinkle, Adam: **Political Writing**, 2012. About the fundamentals of rhetoric and polemic. Becoming a better writer. Essays, Reviews, Op-Eds, Speeches, Letters, Memoranda, Reports, Blogs. Editing. This book will "teach the "dark arts" of persuasion and impression management on various levels." (I learned at least 13 new words while reading this book, such as *solipsistic*, *trivium*, and *vivisect*. I don't use them in everyday language but still cool to learn.) Comment by author I found interesting: "Cognitive psychologists tell us that it takes something like 10,000 hours to become a true expert in any task, whether it is learning to play the violin, becoming a cutting-edge medical researcher, or achieving fluency in, say, Bengali." One year has 8,760 hours, so if you only studied something for 1 hour each day, it would take you a bit more than 27 years. {Another author offers a different formula; see Keith Johnson below.}

Johnson, Keith: **The Confidence Solution**, 2011. He's a personal/executive coach. This book is all about confidence: crisis of confidence, confronting fear and uncertainty, confidence to change, to succeed, to lead, to attract attention, to produce results. He says  $R + S + 5Y = 5\%$ . Read (R) one hour a day about your subject (S) or your field of work for 5 years (Y) and you will rise to the top 5 percent in your field. {See Garfinkle comment above.} An easy read.

Heifetz, Ronald, and Alexander Grashow and Marty Linsky: **The Practice of Adaptive Leadership**, 2009. They are from Harvard. The content for this class about technical and adaptive challenges came from this book. Like many Harvard publications, it reflects the Harvard practice of teaching by doing case studies, so you'll read about the "tools and tactics for changing your organization and the world" gleaned from interviews with many people (true stories). I actually liked **Leadership on the Line** by the same authors a little better. It's older (2002) but much more practical. And personal. More about you as the leader than about the organization you lead.

Rath, Tom: **Strengths Based Leadership** (2008). Includes an inventory for you to take that points out your top 5 strengths, and discusses 25 more strengths also. Nice change from a fix-it book that looks at how to overcome weaknesses. Includes why people follow. Also, **Strengths Finder 2.0**. Strengths in general, not focused on leadership strengths. Includes an assessment for applying your strengths.

Bellman, Geoffrey: **Getting Things Done When You Are Not in Charge** (1992). Insights on leadership when you are not in a position of authority. Solid discussion of how to bring about change when you don't have formal power. Includes how to discover personal meaning in your work, enlisting others, organizational politics, organizational change. One of the best books if you are not the boss.

Salacuse, Jeswald: **Leading Leaders** (2005). Great book, and one of my very favorites. Here's the Amazon blurb: The leaders you are called upon to lead may be other executives, highly educated

experts, investors, board members, government officials, doctors, lawyers, or other professionals. The potential contributions of these elites to any organization are vital, but the likelihood of friction is also high if you don't manage relationships carefully. In any case, they are people with significant resources -- and strong opinions. How do you leverage the assets of the talented and powerful while making sure that egos remain unbruised? *Leading Leaders* breaks the challenge down into Seven Daily Tasks of Leadership, and shows you how to carry out each task when you have to manage other leaders. These are: 1. Direction. How do you negotiate a vision for the organization that other leaders will buy into? 2. Integration. How do you make stars a team? 3. Mediation. How do you resolve conflicts over turf and power among other leaders so the organization can move forward? 4. Education. How do you educate people who think they are already educated? 5. Motivation. How do you move other leaders who already seem "to have everything" to do the right thing for the organization? 6. Representation. How do you lead your organization's outside constituents while still leading leaders inside? 7. Trust Creation. How do you gain and keep other leaders' trust, the vital capital that your own leadership depends on? *Leading Leaders* answers these questions with a clear set of effective rules for all managers to follow in successfully leading other leaders.

Maxwell, John C.: Anything by him; full disclosure – I have been certified as a coach and teacher by his company. One of my favorites is **Developing the Leader Within You**, but I also like *Leadership Gold*, *21 Irrefutable Laws of Leadership*, and *Thinking for a Change*. Common thread in all his books: be who you are, manage your priorities and the rest will fall in to place, have a plan and work the plan. Easy reads, very focused.

Goldsmith, David: **Paid to Think** (2012). Quite a lot of formulas, and written as if the author was an engineer or scientist, but some interesting viewpoints and ideas worth trying, especially if you are intrigued (as I was) by the distinction between teaching thought and teaching action. Here's what the promo materials say about it: "Perhaps you've never realized that the problem isn't you and can't be solved by working longer or harder. Rather, it's the lack of a leadership toolkit that enables you to maximize the potential of your greatest asset – your mind. The reality is that your plumber and front-line staffers have had more and better tools for doing their jobs and solving their daily challenges than you do. But that's all about to change." Another early statement: "When you teach leadership, talking about what you do isn't always as important as teaching people how to think."

#### Magazines:

Harvard Business Review. Pricey but worth it; about \$200/year.

Success Magazine. Good mix of articles, inexpensive; about \$12/year.

Court Manager (NACM)

Airline magazines (really!). Free – when you fly.

#### Organizations:

National Association for Court Management

Toastmasters International

Dale Carnegie

