

LEADERSHIP READING LIST



Preface

This reading list was developed by the AAFP Chapter Relations Committee as an initial effort to identify books useful to chapter leaders. Individual leaders may use it to add to their personal library; chapters may wish to obtain books for leadership development or recognition purposes.

The committee invites you to comment on books which have been helpful to you, to suggest additions to the list and to offer thoughts about ways to make this information more useful to you. Please address these to:

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Leadership Reading List

Annotated List

Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations

by John Carver

This book is a classic and a required read in association management classes. Good for the new Chapter Executive and Board members. This book offers a thorough examination of how various boards work, how they can work better, the role of board members and the ever important view of "the big picture" - thinking of the long view.

Sam Blackstock, CAE

Executive Vice President, Oklahoma Academy of Family Physicians

Corporate Cultures: The Rites and Rituals of Corporate Life

by Terrence E. Deal and Allan A. Kennedy

This 200 page book is based on the concept that every organization has a culture and the culture is one of the most powerful driving forces in an organization. The author's major emphasis is that people at all stages of their career need to understand culture and how it works. The better one can recognize the culture and the way of life of the organization or company they work for the better equipped they can be. Culture can make one a fast or slow worker, tough or friendly manager, a team player or individual.

In the first section, the authors give examples of the key players in the corporate cultures including the inner values, rites, rituals and heroes, and networks; and outlines the types of cultures: tough-guy macho culture, work hard/play hard culture, bet your company. The author gives multiple examples of successes and failures of several corporations based on how well people understood the culture.

The second section explains how these components work within the corporation and how to manage cultures--by understanding them, analyzing them, shaping and retooling when change is necessary. Trends in the future work force, such as the atomized organization based on the no-boss business are also discussed. The future work force will be better educated, have a desire for autonomy, will be familiar with modern electronics and will be composed of small task focused work units connected to larger entities.

Overall, this book is a very detailed dissection of American businesses and what are some of the driving forces behind some of the most successful businesses. Good principles for someone trying to understand the basic roles of people in corporations. Information can be helpful for learning to assess the state of one's organization and thus better able to lead people. Contains some useful principles for Academy leaders or future leaders. The concepts are helpful in explaining why some behaviors in one corporate setting may be successful and the same behavior may lead to disaster in another setting.

Dana Glenn, M.D.

Tampa, Florida

The Dilbert Principle: A Cubicle's Eye View of Bosses, Meetings, Management Fads, & Other Workplace Afflictions

by Scott Adams

A combination of cartoons and prose, this tome provides a humorous perspective on the vagaries of corporations. Sometimes cynical, often insightful and always funny, Scott Adams provides inexpensive “therapy” for anyone who has worked for an “organized” organization.

Stephen Brunton, M.D.
Stamford, Connecticut

The Drama of Leadership

by Patricia Pitcher

Pitcher categorizes three types of leaders: Artists (people-oriented, open-minded, intuitive, visionary); Craftsmen (humane, dedicated, wise); and Technocrats (brilliant, detail-oriented, rigid, methodical, self-centered).

Advice is offered on determining what type of leader you are and how to interact with the other types in the power struggles which impact organizations such as our Academy. This resource seems aimed, however, mainly at the corporate boardroom.

Stanley Hartness, M.D.
Kosciusko, Mississippi

Effective Meeting Skills

by Marion E. Haynes

Effective Meeting Skills was written to help persons improve the quality of meetings they conduct and/or attend, and this volume certainly succeeds in the clearest of formats in achieving this objective.

The “practical guide to more productive meetings” should be a “must” for every chapter office, as well as required reading for each president-elect.

Stanley Hartness, M.D.
Kosciusko, Mississippi

The Heart of a Leader

by Ken Blanchard

An excellent leadership tool presented in a simple but effective format. The author gives several keys to developing leadership skills in this book. Each chapter can be independently read and is summarized by a quote. Especially useful for those times when you're on the run and you need a quick dose of solid inspiration. This is the same author of *The One-Minute Manager*.

Dana Glenn, M.D.
Tampa, Florida

The Heart of Leadership: 12 Practices of Courageous Leaders

by Robert E. Staub, II

This book provides a step by step guideline for leadership development. The guiding principle of the author is that we all have the responsibility to lead. Excellent reading material for current and future family physician leaders at all levels. The author highlights 12 practices of leadership: vision, purpose, create followers, setting standards and goals, understanding, resourcing, liberating motivation, supporting, feedback to others, principled flexibility, seek personal feedback and courage. Each one is reviewed in a chapter using practical examples and anecdotes. Each chapter has questions, suggestions and exercises to help develop those practices.

Dana Glenn, M.D.

Tampa, Florida

How to Run a Meeting

by Mary A. DeVries

A quick 80 page pocket reference guide to proper meeting procedure. Allows you to easily locate key rules and procedures. Chapters include origins of parliamentary law, procedures in meetings/different kinds of meetings, duties of officers/function of committees, how to introduce business, summary of the principal rules that apply to important motions in Robert's Rules of order.

Dana Glenn, M.D.

Tampa, Florida

Leadership Jazz

by Max De Pree

Best selling Author – The art of conducting business through: Leadership; Followership; Teamwork; Touch; Voice. Not the typical quick management theory. Based on moving back to the reality that human values form the basis for extraordinary leadership. Enjoyable and inspiring.

Sam Blackstock, CAE

Executive Vice President, Oklahoma Academy of Family Physicians

Leadership Secrets of Attila the Hun

by Wess Roberts, Ph.D.

Catchy title...interesting read...reinforcement of standard leadership principles.

Stanley Hartness, M.D.

Kosciusko, Mississippi

Leading the Association: Striking the Right Balance Between Staff and Volunteers

by James J. Dunlop

A new chapter executive or an upcoming chapter leader, this is a great book for learning the operations and politics that may occur in an association. The book gives a balanced overview of a volunteer-driven versus staff-driven association. Even though the book was written in 1989, the information and stories are relevant in 1999. The book is easy to read and understand.

Roger A. Hofford, M.D.
Roanoke, Virginia

Making a Difference: 12 Qualities That Make You a Leader
by Sheila Murray Bethel

A practical look at 12 qualities to enhance your leadership and empower you to “make a difference.” The 12 qualities of leadership that Bethel expands on to define “A Leader” are:

- Has a mission that matters
- Is a big thinker
- Has high ethics
- Masters change
- Is sensitive
- Is a risk taker
- Is a decision maker
- Uses power wisely
- Communicates effectively
- Is a team builder
- Is courageous
- Is committed

This book is a good read for emerging leaders and those who want to sharpen their leadership skills.

Sam Blackstock, CAE
Executive Vice President, Oklahoma Academy of Family Physicians

Managing the Non-Profit Organization: Principles and Practices
by Peter F. Drucker

This is an easy to read guide to the management of non-profit organizations that illustrates principles through the use of examples. The book consists of five parts:

The mission comes first. This section discusses the importance of a clear mission that is measurable and what the role of the leader is in the development and execution of the mission. The chapter “Leadership is a Foul-Weather Job” tackles the challenge of choosing the right leader for a particular time and goal. An important role of the leader is to anticipate problems and to be proactive in addressing them.

From mission to performance. This section looks at the development of effective strategies for marketing, innovation, and fund development. The responsibility for innovation rests at the top. Association leaders must train themselves to “look out the window,” to look for change.

Managing for performance. This section describes how to define performance and how to measure it. A key chapter is “The Effective Decision.” Effective leaders make very few decisions but they concentrate on the important ones. Effective decisions come from effective discussions that involve dissent. Leaders recognize the need for dissent and need to learn how to manage it. Ultimately, each effective decision involves opportunity and risk.

People and relationships. As a leader, your most important decisions involve your staff, your board, your volunteers, and your community. Ultimately the right people in the right place at the right time make an effective organization. One of the key responsibilities of the association leader, and the rest of the organization, is to develop people.

Developing yourself. An association leader needs to develop as a person, as an executive, and as a leader. This section addresses aspects of development for all leaders and also looks at specific situations such as the “woman executive” and non-profits as “a second career.” This section ends with a short chapter on “action implications” for self-development.

The book has a great index. The five sections can be read out of order. In fact, I wondered why he put the Developing Yourself section last. Perhaps this is an example of how the best leaders put the organization first. The best leaders think “we (the organization) should do this” rather than “I want to do this.”

Speaking as a past president of the Ohio Chapter, I would recommend this book for upcoming leaders within our state chapters.

Ken Bertka, M.D.
Holland, Ohio

Meetings: Do's, Don'ts, and Donuts

by Sharon M. Lippincott

Meetings: Do's, Don'ts, and Donuts provides the tools needed to run more timely and productive meetings. The common-sense design of this book allows for problems to be addressed quickly with a Reference Guide for Troubleshooting Meetings which identifies twelve common problems encountered in planning and conducting meetings.

This book should be an available resource in every chapter office.

Stanley Hartness, M.D.
Kosciusko, Mississippi

On Becoming a Leader

by Warren Bennis

The author compiles comments from interviews and observations from some of the country's leading men and women to make an insightful, inspiring collection of stories to help present and future family physician leaders reach their full potential because “each of us contains the capacity for leadership.”

The book is based on three basic qualities needed by leaders: ability to give direction, worthy to be trusted, and able to provide hope. It gives the hows of leadership in practical, step by step guidelines. Basic leadership ingredients discussed are: guiding vision, passion, integrity, trust, curiosity, and daring. The author successfully proves that adults learn best when they take charge of their own learning.

Dana Glenn, M.D.
Tampa, Florida

Quantum Leap Thinking

by James J. Mapes

This is an excellent book, which I can highly recommend. He deals from a positive, proactive perspective to help the reader develop and deal with change. The book has “theorems” throughout which are developed in practical, understandable fashion. Quantum leap thinking involves “letting go” and making change in large, proactive steps instead of many small steps as is our usual custom. Mr. Mapes teaches the fourteen points which make up the Quantum Leap Thinking process. The points include the concepts of vision, empowerment, flexibility, and risk taking with the basic human needs of love, support, trust, and fun. In many ways, his concepts are similar to those of Stephen Covey whom he cites several times. He deals with the power of positive visualization--of looking at a seemingly impossible task or issue in creative, outside the box ways. He recommends taking risks and turning fear into power.

The last two sections of the book deal with balancing our lives and making the move from “me” to “we” in the way we think and feel. The final thought: Pay Attention. Anxiety and stress are caused by guilt from the past or fear of the future. By focusing on the present and paying attention to our inner selves as well as the people and activities around us, we can find healing. I have put this book on my Christmas list.

Rick Rajewski, MD.
Hays, Kansas

Synchronicity: The Inner Path of Leadership

by Joseph Jaworski

Synchronicity is defined as “a meaningful coincidence of two or more events, where something other than the probability of chance is involved.” In this first-person narrative, Jaworski recounts life stories on his “inner path of leadership ” which led toward “predictable miracles.”

While a fascinating read, Synchronicity’s philosophy of leadership seems too abstract to benefit today’s busy family physician/Academy leader.

Stanley Hartness, M.D.
Kosciusko, Mississippi

Wisdom, Inc.

by Seth Godin

This book is the result of a survey sent to over 20,000 managers in the U.S. asking them what would it take to keep their staff performing at their best everyday. The author dedicated one chapter to each virtue (26 total) and illustrated them using anecdotes, quotes, statistics and examples. The top 10 were ethics, teamwork, honesty, curiosity, hard work, intelligence, self-motivation, sense of humor, initiative and creativity. Each chapter ends with a section involving exercises to help one apply the virtue.

The book provides basic leadership virtues in a well written, easily understood format.

Dana Glenn, M.D.
Tampa, Florida

The Wisdom of Teams

by Jon. R. Katzenbach and Douglas K. Smith

I did not find this very helpful from a practical standpoint. It is filled with examples of what makes up a team, how teams can work to an intended outcome, however, it is dull reading. I was not able to finish the book as it did not carry my interest enough to make it worthwhile. Teams should be made up of people of diverse backgrounds and chosen so that each has an important contribution to make to the project as a whole. The book is intended more for teams as they apply to large, corporate organizations, which again I think would appeal to only a select group of readers.

Rick Rajewski, M.D.

Hays, Kansas

Other Suggestions

Andringa, Robert E., and Engstrom, Theodore Wilhelm--Nonprofit Board Answer Book: Practical guidelines for boards

Barthelemy, Robert--The Sky Is Not the Limit: Breakthrough leadership

Below, Patrick J., Morrissey, George L., and Acomb, Betty L.--The Executive Guide to Strategic Planning

Bennis, Warren, and Goldsmith, Joan--Learning to Lead: A workbook on becoming a leader

Bennis, W., and Nanus, B.--Leaders: The strategies for taking charge

Bennis, Warren, and Townsend, Robert--Reinventing Leadership: Strategies to empower the organization

Blanchard, Kenneth, Zigarmi, Patricia, and Zigarmi, Drea--Leadership and the One Minute Manager: Increasing effectiveness through situational leadership

Blank, Warren--The 9 Natural Laws of Leadership

Bolman, Lee G., and Deal, Terrence E.--Leading with Soul: An Uncommon journey of spirit

Boylan, Bob--Get Everyone in Your Boat Rowing in the Same Direction: 5 Leadership principles to follow so others will follow you

Bradford, David L., and Cohen, Allan R.--Power Up: Transforming organizations through shared leadership

Burns, James MacGregor--Leadership

Capezio, Peter--Secrets of Breakthrough Leadership

Capezio, Peter--Winning Teams: Making Your Team Productive and Successful

Carver, John, and Carter, Miriam Mayhew--Reinventing Your Board: A Step-by-step guide to implementing policy governance (Jossey-Bass)

Cashman, Kevin--Leadership from the Inside Out

Chang, Richard Y., and Kehoe, Kevin R.--Meetings That Work!: A Practical guide to shorter and more productive meetings

Chatterjee, Debashis, and Senge, Peter--Leading Consciously: A pilgrimage toward self-mastery

Chu, Chin-Ning--Thick Face, Black Heart

Clemens, John K., Albrecht, Steve, and Shulman, Earl N.--The Timeless Leader

Cohen, William A.--The Art of the Leader

Collins, James C., and Porras, Jerry I.--Built to Last

Cooper, Robert K. and Sawaf, Ayman--Executive EQ: Emotional intelligence in leadership and organizations

Covey, Stephen R.--Principle-Centered Leadership

Covey, Stephen R.--The 7 Habits of Highly Effective People

Crosby, Philip--The Absolutes of Leadership

Crosby, Philip B.--Running Things: The art of making things happen

Danzig, Robert J.--The Leader Within You

DeGeus, Aris--The Living Company: Habits for survival in a turbulent business environment

DePree, Max--Leadership Is an Art

DePree, Max--Leading Without Power: Finding hope in serving community

Dotson, Samuel E., and Griffin, James A.--Educating for Leadership

Doyle, Michael, and Straus, David--How to Make Meetings Work!

Dreher, Diane--The Tao of Personal Leadership

Duca, Diane J.--Nonprofit Boards: Roles, responsibilities and performance (Nonprofit law, finance, and management series)

Durbin, Andrew J.--10 Minute Guide to Leadership

Eadie, Douglas C.--Boards that Work: A Practical guide to building effective association boards

Eadie, Douglas E., and Shrader, Alan--Changing by Design: A practical approach to leading innovation in nonprofit organizations (Jossey-Bass)

Farson, Richard --Management of the Absurd: Paradoxes in leadership

Fisher, James C., and Cole, Kathleen M.--Leadership and management of volunteer programs (Jossey-Bass)

Fujishin, Randy--Discovering the Leader Within: Running small groups successfully

Fulton, Roger V.--Common Sense Leadership: A handbook for success as a leader

Gardner, John W.--On Leadership

Greenleaf, Robert K., and Frick, Don T.--On Becoming a Servant Leader

Hance, Steven--Mine's Bigger Than Yours: Ego--the arterial blockage of business

Handy, Charles--The Age of Paradox

Harvey, Jerry B.--The Abilene Paradox and Other Meditations on Management

Heider, John--Tao of Leadership: Lao Tzu's Tao Te Ching adapted for a new age

Heller, Stuart, and Surrenda, David Sheppard--Retooling on the Run: Real change for leaders with no time

Herman, Robert D.--The Jossey-Bass Handbook of Nonprofit Leadership and Management

Hesselbein, F., Goldsmith, M., and Beckhard, R., editors--The Leader of the Future. (Jossey-Bass)

Horn, Art--Gifts of Leadership: Team building through focus and empathy.

Houle, Cyril O., and Shrader, Alan--Governing Boards: Their nature and nurture

Imparato, Nicholas, and Harari, Oren--Jumping the Curve

James, Geoffrey--Success Secrets from Silicon Valley: How to Make Your Teams More Effective

James, Jennifer--Thinking in the Future Tense: A workout for the mind

Jenkins, W. A., and Oliver, R. W.--The Eagle and the Monk: Seven principles of successful change.

Jones, Laurie Beth--Jesus CEO: Using ancient wisdom for visionary leadership

Kamp, Di--Sharpen Your Team's Skills in People Skills

Kaplan, Howard, Danzig, Robert J., and Lasorda, Tommy--The Leader Within You: Master 9 powers to be the leader you always wanted to be!

Kayser, Thomas A.--Mining Group Gold

Kinlaw, Dennis--Handbook of Leadership Training Activities: 50 One-hour designs

Kotter, John P.--Force for Change: How leadership differs from management

Kotter, John P.--Leadership Factor

Kouzes, James M.--The Leadership Challenge

Kouzes, James M., and Posner, Barry Z., --The Leadership Challenge: How to keep getting extraordinary things done in organizations

Kouzes, James M., Posner, Barry Z., and Peters, Tom--Credibility: How leaders gain and lose it, why people demand it

Krause, Donald G.--The Way of the Leader

Kuczarski, Susan Smith, and Kuczarski, Thomas D.--Values-Based Leadership

Larson, Carl E., and LaFasto, Frank M.--TeamWork: What must go right/what can go wrong

Levin, Mark--The Gift of Leadership: How to relight the volunteer spirit in the 21st century

Lippitt, Lawrence L.--Preferred Futuring: Envision the future you want and unleash the energy to get there

Losoncy, Lewis E.--The Motivating Team Leader

Lucas, James R.--Balance of Power: Authority or empowerment? How you can get the best of both in the "interdependent organization"

Manz, Charles C.--Mastering Self-Leadership: Empowering yourself for personal excellence

Maxwell, John C.--Developing the Leader Within You

Maxwell, John C., and Ziglar, Zig--The 21 Irrefutable Laws of Leadership: Follow them and people will follow you

Moore, Thomas--Meditations: On the monk who dwells in daily life

Morrison, Emily Kittle--Leadership Skills: Developing volunteers for organizational success

Morrison, Emily Kittle--Working with Volunteers: Skills for leadership

Murphy, Emmett C.--Leadership IQ

Nahavandi, Afsaneh--The Art and Science of Leadership

Oakley, Ed, and Krug, Doug--Enlightened Leadership: Getting to the heart of change

Oliver, Rear Admiral Dave--Lead On! A Practical Approach to Leadership

O'Neil, John--Leadership Aikido: 6 Business practices to turn around your life

Pfeffer, J.--Managing with Power: Politics and influence in organizations

Pincus, J. David, and DeBonis, J. Nicholas--Top Dog

Ponder, Randall D.--The Leader's Guide: 15 Essential skills

Quigley, Joseph V.--Vision: How leaders develop it, share it, and sustain it

Quinn, Robert E.--Deep Change: Discovering the leaders within (Jossey-Bass)

Rye, David E.--1,001 Ways to Inspire: Your organization, your team and yourself

Scholtes, Peter R.--The Leader's Handbook: Making things happen, getting things done

Secretan, Lance H. K.--Reclaiming Higher Ground: Creating organizations that inspire the soul

Senge, Peter --The Fifth Discipline: The art & practice of the learning organization

Senge, Peter, Kleiner, Art, Roberts, Charlotte, Ross, Richard B. and Smith, Bryan J.--The Fifth Discipline Fieldbook: Strategies and tools for building a learning organization

Spears, Larry C.--Insights on Leadership: Service, stewardship, spirit, and servant-leadership

Terry, Robert W.--Authentic Leadership: Courage in action (Jossey-Bass)

Thomas, Dr. Gordon--Leader Effectiveness Training, L.E.T.: The no-lose way to release the productive potential of people

Townsend, Patrick L., and Gebhardt, Joan E.--Five-Star Leadership: The art and strategy of creating leaders

Tracy, Brian--Great Little Book on Effective Leadership

Tracy, Diane --10 Steps to Empowerment: A common-sense guide to managing people

Vance, Mike, and Deacon, Diane--Break Out of the Box

Weisbord, Marvin, and Janoff, Sandra--Future Search

Weiss, Donald H.--Secrets of the Wild Goose: The Self-management way to increase your personal power and inspire productive teamwork

Wenderlich, Raymond, and Daniel, P.K.--The ABCs of Successful Leadership

Wheatley, Margaret J.--Leadership and the New Science: Learning about organization from an orderly universe

Witherspoon, Patricia D.--Communicating Leadership: An organizational perspective

Wren, J. T.--The Leader's Companion.

Youngblood, Mark D., and Renesch, John--Life at the Edge of Chaos: Creating the quantum organization

Zander, Alvin--Making Boards Effective: The dynamics of nonprofit governing boards (Jossey-Bass)