# Executive Coaching Roundtable Resource List

## from the Executive Coaching Roundtable

# Leadership Dynamics

Bennet, Nathan and Miles, Stephen, "Second in Command: The Misunderstood Role of the Chief Operating Officer," <u>Harvard Business Review</u>, May 2006.

> This article examines seven different kinds of COO, those factors that make for a successful COO, as well as the situations that typically create strain between the COO and CEO.

Benton, D.A. (2003). <u>Executive Charisma: Six Steps to Mastering the Art of Leadership</u>, McGraw-Hill, New York.

> After interviewing numerous presidents and CEOs, Benton concretely defines the elusive concept of executive charisma and outlines six steps for how to build it.

Caver, K.A. & A.B. Livers., "Dear White Boss...," <u>Harvard Business Review</u>, November 2002.

> What is it like to be a black manager? Based on interviews with thousands of senior-level African-American executives, the authors provide perspectives on trust, tokenism and alienation.

Garvin, David & Roberto, Michael, "What You Don't Know About Making Decisions," <u>Harvard Business Review</u>, September 2001.

> Decision making is arguably the most important job of the senior executive and one of the easiest to get wrong. Garvin and Roberto look at the decision process in a whole new light, emphasizing the balance between advocacy and inquiry to create productive conflict.

Hamm, John, "Why Entrepreneurs Don't Scale," <u>Harvard Business Review</u>, December 2002.

> Leaders who are able to move to the next level of executive leadership do so because they take deliberate steps to confront their shortcomings and become the leaders their organizations need them to be. Includes a 10-item "Test for Scalability" that outlines key tasks leaders must include in their experience in order to be a CEO of a larger company.

Heifetz, Ronald and Laurie, Donald, "The Work of Leadership," <u>The Best of HBR, Breakthrough Leadership</u>, December, 2003.

> The authors make the case for dealing with adaptive challenges in the organization by knocking people out of their comfort zones and managing the resulting distress rather than dealing with adaptive challenges as technical problems.

Heifetz, Ronald & Linsky, Marty, "A Survival Guide for Leaders," <u>Harvard Business Review</u>, June 2002.

> This article offers tactical advice to executives whose organizations are going through adaptive change. It focuses on both outward leadership techniques and how to focus on one's inner needs and vulnerabilities.

Maccoby, Michael, "The Power of Transference," <u>Harvard Business Review</u>, September 2004.

> Why do people follow the leader?  Maccoby explains the powerful motivations followers bring to organizational leadership.

Watkins, M., "Seven Rules for New Leaders," Harvard Business School, Note 9-800-288, June 2001.

> The actions new leaders take in their first few months have a major impact on their success or failure. Watkins reviews the strategies that have the best payoff and what traps must be avoided in these critical transitions.

## Change Management & Innovation

Bridges, William (2003).  <u>Managing Transitions</u>.  New York:  Perseus Press.

> Bridges provides a simple but powerful model for the psychological process of change:
> (1) managing endings process; (2) moving through the neutral zone; and (3) starting new beginnings. Concrete advice is provided for how to navigate each phase effectively.

Drucker, Peter F, "The Discipline of Innovation," <u>Harvard Business Review</u>, November-December 1998.

> Setting aside the notion that we must wait for inspiration and genius to stimulate new products and new markets, Drucker outlines 4 sources of innovation within a company and 3 sources in one's external environment that can be scanned and studied for future directions. He also identifies criteria for what can be considered an effective innovation.

Greiner, L.E., "Evolution and Revolution as Organizations Grow," <u>Harvard Business Review</u>, May-June 1988.

> Are the conflicts and frustrations you are experiencing related to your leadership or to the stage of growth for your organization?  Find out in this article about predictable dynamics at key chapters in the life of an organization.

Johansson, Frans, (2004). <u>The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures</u>, Boston: Harvard Business School Press.

> A fun, useful book that provides a lively introduction to creativity, innovation and the interplay of ideas, disciplines and cultures.

Johnson, Barry (2005).  Polarity Management:  A summary introduction.  Polarity Management Associates. Available online from www.polaritymanagement.com

> An overview of this very helpful framework that many issues are polarities to be managed rather than problems to be solved.  Illustrates the polarity mapping process which can be enormously helpful for thinking through complex polarities and creating an action plan so the organization does not have widely fluctuating pendulum swings in its approach to long-standing polarities.

Kotter, J.P., "Leading Change:  Why Transformation Efforts Fail," Harvard Business Review, March-April 1998.

> This article identifies the eight errors that lead to failure when organizations are trying to make fundamental changes in how their businesses are conducted.

Meyerson, D.E., & M.A. Scully, "Tempered Radicalism and the Politics of Ambivalence and Change," Organization Science, September-October 1995.

> Tempered radicals are individuals who are dually committed to their organizations and a cause or ideology that is fundamentally at odds with the dominant culture of their organization. Strategies used by these individuals are outlined.

## Conflict, Influence & Negotiation

Cialdini, Robert, "Harnessing the Science of Persuasion," Harvard Business Review, October 2001.

> This article describes the six key principles of persuasion that behavioral science research has identified as effective and suggests ways leaders can apply them.

Cohen, Allan & Bradford, David, "Influence Without Authority:  The Use of Allies, Reciprocity and Exchange to Accomplish Work," Organizational Dynamics, 2001.

> While written 20 years ago, the ideas in this article are increasingly relevant with flatter structures and matrix reporting structures in which individuals must persuade, lead and sustain change in multiple directions.  Learn in this article about the different types of "currencies" that one can use to navigate in today's modern organizations in order to be effective.

Gabarro, John & Kotter, John, "Managing Your Boss," Harvard Business Review, January-February 1980.

> This article describes how an individual can better manage the boss/subordinate relationship through understanding the boss's and their own strengths, weaknesses, work styles, and needs.

Rackham, N., "The Behavior of Successful Negotiators," from R. Lewicki, et. al., (2003). <u>Readings in Negotiation</u>, New York: McGraw-Hill-Irwin.

> Rackham outlines the behaviors that differentiate average from highly skilled negotiators through examination of how planning is conducted, what is avoided in face to face exchanges and what interpersonal strategies are used with greater frequency.

Sherwood, J.J. & Gildewell, J.C. "Pinch Model: Planned Renegotiation" in Burke, W.W. (Ed.) (1972) <u>Contemporary Organization Development: Orientations & Interventions</u>, Washington, DC: NTL Institute, pp. 35-46.

> The pinch model is a framework for thinking about how to manage conflicts in an organizational context. So-named because it encourages raising issues and negotiating expectations while the issue is experienced as a small pinch rather than waiting until it escalates to a larger crunch.

Weiss, J. & Hughes, J., "Want Collaboration? Accept and Actively Manage Conflict," <u>Harvard Business Review</u>, March 2005.

> Conflict in teams is often viewed as a barrier to collaboration. This article shows that the quest for harmony and common goals can actually obstruct teamwork and that conflict is natural and necessary.

## Emotional Intelligence

Boyatzis, Richard & E. Van Oosten, "A Leadership Imperative: Building the Emotionally Intelligent Organization," <u>Ivey Business Journal</u>, January-February, 2003.

> A brief summary of Boyatzis' ideas about resonant leadership, including an explanation of the emotional intelligence competencies and self-directed learning.

Braiker, Harriet, "The Power of Self -Talk," <u>Psychology Today</u>, December 1989.

> This article is a practical guide for analyzing and changing your internal dialogue in order to better control your emotions, reduce stress and improve work performance.

Druskat, Vanessa & Wolff, Steven, "Building the Emotional Intelligence of Groups," <u>Harvard Business Review</u>, March 2001.

> This article identifies the group norms which must be in place in order for a work team to operate in an emotionally intelligent manner.

Fitzgerald, Catherine R., "Understanding and Supporting Executives At MidLife," in Fitzgerald, C.R. & J. Garvey Berger (2002). <u>Executive Coaching: Perspectives & Practices</u>. Palo Alto CA: Davies-Black Publishing.

> Draws upon psychological type differences (i.e., as measured by the Myers-Briggs Type Indicator) this chapter explains the three phases of mid-life, predictable challenges for less-preferred functions and how to maintain high performance.

Friedman, E., "Leadership and self in a congregational family," from Friedman, E. (1985) <u>Generation to Generation: Family Process in Church & Synagogue</u>. New York: Guilford Press.

> While written for a congregational setting, this chapter has had impact with some of the toughest-minded executives. It provides a provocative framework for thinking about leadership using Murray Bowen's principle of being both differentiated and connected to others.

Galford, R. & Drapeau, A.S., "The Enemies of Trust," <u>Harvard Business Review</u>, February 2003.

> How can our good intentions be seen as untrustworthy? Galford & Drapeau challenge managers to place their actions into the complex context of organizational life where inconsistent standards, false feedback, rumors and misplaced benevolence can erode levels of trust. This article is an excellent primer on organizational politics.

Hoppe, Michael, (2006). <u>Active Listening: Improve Your Ability to Listen and Lead</u>, Center for Creative Leadership.

> This concise pamphlet provides a framework for what active listening really means, barriers to active listening, and strategies for improving your listening skills. It even features a 24 item assessment of your listening skills.

Kaplan, R. & Kaiser, R., "Stop Overdoing Your Strengths," <u>Harvard Business Review</u>, February, 2009.

> What happens when a strength is overplayed? By addressing strengths that may be employed excessively, executives learn to balance strategic vs. operational leadership and forceful vs. enabling leadership.

Paul, M., "Moving from Blame to Accountability," <u>The Systems Thinker</u>, February 1997.

> Blame slows information flow, reduces innovation and shifts the burden away from the fundamental, complex sources of a problem. Paul outlines how to move away from blame to true accountability in organizations.

Uzzi, Brian and Dunlap, Shannon, "How to Build Your Network," <u>Harvard Business Review</u>, December, 2005.

> Leaders need to actively construct their interpersonal connections. This article addresses mapping one's network, learning if your network is too inbred, and how to become a relationship broker.

## Supervision & Talent Development

Buckingham, Marcus, "What Great Managers Do," <u>Harvard Business Review</u>, March 2005.

>Buckingham is one of the key thinkers about how organizations can improve by tapping people's strengths.  In this article, he reviews his research on extraordinary performance and provides insights on how to avoid motivating through fear.

Hersey, Paul (1988).  <u>Situational Leadership:  A summary</u>.  San Diego, CA:  Pfeiffer & Company.

>This is a four page overview of the situational leadership model which identified three key variables to consider in delegating work:  1) Task maturity of direct reports; 2) Task behavior of the manager; and 3) Relationship behavior of the manager.   It is very useful in thinking about and learning to delegate.

Livingston, Sterling, "Pygmalion in Management," <u>Harvard Business Review</u>, September-October, 1988.

>Livingston makes a powerful case that a manager's high or low expectation of a subordinate's performance and development is the key to their subordinate's ultimate success or failure.

Lombardo, M. & Eichinger, R. (2009).  <u>FYI - For Your Improvement, A Guide for Development and Coaching, 5th</u> Edition, Korn/Ferry International.

>An invaluable handbook of brief strategies for how to improve 67 different management and leadership competencies, 19 career stallers, and 7 global focus areas. Good table of contents enables readers to focus only on those topics of interest to them or their employees.

Manzoni, Jean-Francois & Barsoux, Jean-Louis, "The Set-Up-to-Fail Syndrome," <u>Harvard Business Review</u>, March-April 1998.

>Leaders often trigger a downward spiral of deteriorating performance by labeling employees as "in" or "out" and then engaging in close monitoring that only proves their original assessment.

Mintzberg, Henry, "Covert Leadership:  Notes on Managing Professionals," <u>Harvard Business Review</u>, November-December 1988.

>Using lessons learned from watching orchestras and symphonies, Mintzberg demonstrates how to lead knowledge workers via inspiration rather than supervision.

Rogers, P. & M. Blenko, "Who Has The D?  How Clear Decision Roles Enhance Organizational Performance." <u>Harvard Business Review</u>, January 2006.

>Learn in this article how to chart five responsibility levels (Recommend, Approve, Perform, Input, Decide) across an organization and diagnose the quality of a decision process.

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Thomas, David, "The Truth About Mentoring Minorities: Race Matters," <u>Harvard Business Review</u>, April, 2001.

>This article examines the different paths of progression up the corporate ladder for white and minority executives, some of the challenges of cross-race mentoring, and how organizations can foster the upward mobility of people of color.

Wilson, Clark (1985).  <u>The Managerial Task Cycle:  Productivity Is Your Responsibility, Too</u>.  New Haven, CT: Clark Wilson Publishing Company.

>This is a great 6-step mnemonic for remembering the steps of the iterative management process.  It distinguishes technical, interpersonal and managerial skills.

## Time Management, Personal Productivity & Stress

Allen, David (2003) <u>Getting Things Done: The Art of Stress-Free Productivity</u>, Penguin Books.

>A "must read" for busy executives. Excellent strategies for managing time and priorities and a helpful table of contents that enables you to read only those sections critical to your needs.  Clients have also recommended it to their assistants so that they can work in a more organized and coordinated manner.

Bossidy, Larry and Charan, Ram (2002) <u>Execution: The Discipline of Getting Things Done</u>, Crown Business, New York.

>Full of sound principles and practices to help businesses execute solidly and quickly on three core processes – people, strategy, and operations. Even seasoned clients report having picked up new tools to re-evaluate their practices and processes.

Cryer, B., McCarthy, R. & Childre, D., "Pull the Plug on Stress," <u>Harvard Business Review</u>, July 2003.

>The "HeartMath" approach has found increasing popularity among leaders who face an endless sea of demands and shifting expectations.  Based on studies of heart rate variability, the approach outlined in this article can help you connect physiological and emotional responses to stress.

Oncken, W. and Wass, D., "Management Time:  Who's Got the Monkey?" <u>Harvard Business Review</u>, November-December, 1974.

>This practical classic article explains how managers take on the problems of their staff which prevents the team from learning to problem solve and adds unnecessary burdens to the already busy executive. It teaches the executive to invite people to bring solutions not just problems.

Schwartz, Tony, "Manage Your Energy, Not Your Time," <u>Harvard Business Review</u>, October, 2007.

>This article examines four primary dimensions of energy – body, emotions, mind, and spirit and how to strengthen them for enhanced performance.