LEARNING TO LEAD: TRAINING FOR HERITAGE PRESERVATION PROFESSIONALS
WORKSHOP FACILITATED BY BOB NORRIS AND SARAH STANIFORTH

BIBLIOGRAPHY

LITERATURE

“LeadershipMatters is a highly readable book, as relevant to organizations of any type as it is to the museum field, in which it is based. LeadershipMatters lays out the basis for a collaborative, creative, non-hierarchical approach to leadership in an accessible, engaging manner, based not on abstract theories, but on common sense practices that are documented in the book by successful 21st century leaders in the museum field. There is not a better book on non-profit leadership anywhere.” Amazon.com editorial review, Ford W. Bell, AAM President 2007-2015

“As the title indicates, this is a book on leadership development - "the hows: how people become leaders, how they lead, and how organizations encourage or stifle potential leaders." The premise upon which this book is based is best put by Warren himself: "...leaders are people who are able to express themselves fully. By this I mean that they know who they are, what their strengths and weaknesses are, and how to fully deploy their strengths and compensate for their weaknesses. They also know what they want, why they want it, and how to communicate what they want to others, in order to gain their cooperation and support. Finally, they know how to achieve their goals. The key to full self-expression is understanding one's self and the world, and the key to understanding is learning - from one's own life and experience...” Amazon.com review, O. Halabieh

“...Bestselling author Daniel Goleman's theories on emotional intelligence (EI) have radically altered common understanding of what "being smart" entails, and in Primal Leadership, he and his coauthors present the case for cultivating emotionally intelligent leaders. Since the actions of the leader apparently account for up to 70 percent of employees' perception of the climate of their organization, Goleman and his team emphasize the importance of developing what they term "resonant leadership." Focusing on the four domains of emotional intelligence--self-awareness, self-management, social awareness, and relationship management--they explore what contributes to and detracts from resonant leadership, and how the development of these four EI competencies spawns different leadership styles. The best leaders maintain a style repertoire, switching easily between "visionary," "coaching," "affiliative," and "democratic," and making rare use of less effective "pace-setting" and "commanding" styles. The authors' discussion of these methods is informed by research on the workplace climates engendered by the leadership styles of more than 3,870 executives...” —Amazon.com Editorial Review, S. Ketchum

“This book is important because it’s message-to succeed you must learn to influence others-is right on target. The authors assert that nobody "ever had enough authority (to get their work done)." But it is possible to have enough influence to make things happen, and this book's purpose is to tell you how! It shows that the key to influence is reciprocity, which is defined in many and subtle ways. An influence model provides the framework around which the book is organized and developed. Chapters cover influencing: your boss; difficult subordinates; others across functional lines; and colleagues. Other topics include: indirect influence; initiating or leading major change; organizational politics; and escalating to tougher strategies when needed...” Amazon.com review, Gerry Stern

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“Stephen Covey, an internationally respected leadership authority, realizes that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges. Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"—a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting), and much more…” Amazon.com Review, Joan Price

“At the heart of True North is a series of interviews with 125 managers, from Novartis CEO Daniel Vasella to Palm co-founder Donna Dubinsky. George and Sims indulge in a few anecdotes that flatter their subjects. But they also get interviewees to talk about failures, emotional challenges, personal tragedies, regrets—in short, life events that knocked them off typical career paths. Taken together, the stories illustrate True North’s thesis: that there is no single way to become an ideal leader. True North has three parts. The first is an anecdote-rich section describing what it means to be an "authentic leader" and examines how various people arrived at this status or lost their way... The book's second section focuses on the five key facets of a leadership plan... A third step in the construction of a leadership plan is discovering what motivates you. The most successful leaders, the authors learn, rarely start out wanting to get rich. They are inspired to make a difference, to test their limits, to follow a passion. In many cases, they abandon secure posts for the unknown. Fourth in the authors' scheme is building a support team... True North's last section deals with empowering the people around you. The authors ask leaders—including many women (more than in any other part of the book)—to talk about the higher calling of their work.” Amazon.com, Editorial Review in Business Week 2007

“Fearless Leadership masterfully connects leadership performance with organizational performance. It addresses "what’s not working" in terms of leaders' behavioral blind spots, and presents a clear, precise, practical pathway for identifying and removing them. What I have not found presented elsewhere is the connection between addressing leadership blind spots and improving organizational performance. The book is at once a personal "call to action" for taking a hard look at one's own individual leadership behaviors, as well as an optimistic articulation of how to achieve organizational excellence. Case studies of actual individual and collective transformations tell the story, along with easily-accessible "take away" points that can be put to good use right away.” Amazon.com review, R. Gorman

Unique take on leadership from the perspective of a librarian.
“This book takes the mystery out of leadership by illustrating the visible and invisible components of leadership. Essential questions, reflective strategies, and practical tips within each chapter will bring school librarians to their next level in leadership while they recognize the hidden leadership opportunities in daily tasks that are already central to the profession. Empowering Leadership offers lessons and examples to improve the leader within and encourage development of each librarian’s unique leadership style.” Amazon.com synopsis

“Mainly about resolving conflicts and influencing people, this useful guide covers every conceivable aspect of talking with others. People hear facts and stories and turn them into shared knowledge when they're not attacked or overpowered—in other words, when they feel safe. No mushy mental health lesson, the program does a stellar job of explaining many types of communication errors and describing the best ways to achieve mutual purpose.
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The authors have exceptional ideas about moving toward healthy solutions in a variety of business and personal realms.” Amazon.com Editorial Review, Copyright © AudioFile, Portland, Maine

Described by The Times as the 'no-nonsense approach...shaking up the world of leadership', this book really does offer instantly-applicable advice. It contains no jargon or irrelevant theory, just practical insights, straightforward actions and simple guidelines to accelerate your growth as a leader. Whether you need guidance to lead an organisation or team or just want to feel more confident and effective at work, this book will show you how. The author, Steve Radcliffe, is one of Europe’s most successful leadership coaches and the head of Steve Radcliffe Associates. Best known for his Future – Engage – Deliver leadership model, over the last 20 years he has worked with hundreds of chief executives, directors and their teams, in organisations as diverse as Unilever, First Direct, the National College of School Leadership and the UK’s Civil Service, where he contributes to the prestigious High Potential Development Scheme. Amazon.com review

“Anyone who's watched Sheryl Sandberg's popular TED Talk, "Why We Have Too Few Women Leaders," is familiar with--and possibly haunted by--the idea of "having it all." "Perhaps the greatest trap ever set for women was the coining of this phrase," writes Sandberg in Lean In, which expands on her talk's big idea: that increasing the number of women at the top of their fields will benefit everyone. Sandberg, the COO of Facebook, encourages women to challenge the common workplace assumption that "men still run the world." She asks men to be real partners, sharing in the family work that typically leads to a woman's decision to stay home; she asks women who expect to start a family soon not to check out of work mentally. Sandberg's critics note that her advice may not resonate with the masses: The Harvard-educated exec can afford a veritable army to help raise her children. But Sandberg's point--which affects all of us--is that women who have what it takes to succeed at the highest professional level face many obstacles, both internal and external. Lean In is likely to spur the conversations that must happen for institutional changes to take place at work.” Amazon.com review, Alexandra Foster

“Strengths Finder 2.0 is an approach by scientists of The Gallup Organization to provide users with a tool to identify their strengths, or more precisely, their talents. Tom Rath explained it as follows: "We were tired of living in a world that revolved around fixing our weaknesses [and] we had discovered that people have several times more potential for growth when they invest energy in developing their strengths instead of correcting their deficiencies." When I read this, I thought this is an interesting and powerful way to look at personal characteristics...Tom Rath guided me well through the book and the online test, which allowed me to discover my top five talents out of the 34 common talent themes compiled by the Gallup scientists. The combination of the interpretations of these talents and the development of an action plan for the future was excellent. Rath described that TALENT (i.e., a natural way of thinking, feeling, or behaving) times INVESTMENT (i.e., the time spent practicing, skill developing, and knowledge-base building) equals STRENGTH, which he defines as "the ability to consistently provide near-perfect performance." This means that knowing your talents is only the beginning of growth - the rest is up to you (i.e., to use and further develop the areas where a person has the greatest potential to develop strengths).” Amazon.com review, Christian T. K.-H. Stadtlander, Ph.D.

“When sports figures write books on leadership, they often take the easy route - athletic metaphors, game time war stories, tenuous applications of sports experiences to business. This refreshing book breaks through such superficial ideas as decisively as a dunk by Kareem Abdul-Jabbar in his prime. Ten-time national champion UCLA basketball coach John Wooden - generally considered the greatest college basketball coach to ever hold a clipboard - delivers a leadership book that stands alone at center court. Remarkably, none of Wooden's players...
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Workshop Facilitated by Bob Norris and Sarah Staniforth

recall him urging them to win. Instead, he urged them to do their best every moment. Take care of the process, he says, and the result will take care of itself. To Wooden, preparation is pivotal and every detail matters. Despite his almost obsessive focus on getting the little things right, Wooden believes in balance and consistency. He avoids extremes. Wooden’s long-time collaborator and co-author Steve Jamison does a wonderful job of portraying, through the coach, a range of qualities, philosophies and characteristics that apply to every field.” Amazon.com review, Rolf Dobelli

TED Talks:


TED Website Overview: “We have all changed someone’s life — usually without even realizing it. In this funny talk, Drew Dudley calls on all of us to celebrate leadership as the everyday act of improving each other’s lives.”


TED Website Overview: “Ron Gutman reviews a raft of studies about smiling, and reveals some surprising results. Did you know your smile can be a predictor of how long you’ll live — and that a simple smile has a measurable effect on your overall well-being? Prepare to flex a few facial muscles as you learn more about this evolutionarily contagious behavior.”


TED Website Overview: “Diana Laufenberg shares three surprising things she has learned about teaching — including a key insight about learning from mistakes.”


TED Website Overview: “Four-star general Stanley McChrystal shares what he learned about leadership over his decades in the military. How can you build a sense of shared purpose among people of many ages and skill sets? By listening and learning — and addressing the possibility of failure.”


TED Website Overview: “Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don’t: Traditional rewards aren’t always as effective as we think. Listen for illuminating stories — and maybe, a way forward.”

Note: Content very closely related to that covered in Pink’s book, Drive: The Surprising Truth About What Motivates Us.

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TED Website Overview: “With profound simplicity, Coach John Wooden redefines success and urges us all to pursue the best in ourselves. In this inspiring talk he shares the advice he gave his players at UCLA, quotes poetry and remembers his father's wisdom.”