

**Michael Ayers's  
Top Books in a Few Categories  
As of April 2006**

<b>Change</b> (Argyris 1990) (Beer and Nohria 2000) (Bridges 1991) (Kotter 1996) (Nevis, Lancourt et al. 1996) (Schein 1999)	(Seiling 1997)	(Quinn 1997)
<b>Chaos / Complexity</b> (Kelly 1994) (Wheatley 1992)	<b>Knowledge / Learning</b> (Cleveland 1993) (Dixon 2000) (Klein 1998) (McMaster 1996) (Senge 1990) (Vaill 1996)	<b>Problem-Framing, - Solving</b> <u>Fiction</u> – (Goldratt 1992) (Oshry 1995)
<b>Community</b> (Goetz 1995) (Shaw 1997)	<b>Leadership</b> <u>Fiction</u> – (Card 1977) (Freedman 2000) (Fullan 2005) (Gardner 1990) (Greenleaf 1977) (Handy 1994) (Heifetz 1994) <u>Fiction</u> – (Hersey 1988) (Jaworski 1996) (Kouzes and Posner 1987) (Terry 1993)	<b>Power</b> (Hagberg 1994) (Kleiner 2003)
<b>Consulting</b> (Block 2000)	<b>Psychology</b> (Zander and Zander 2000) (Csikszentmihalyi 1991)	<b>Quality</b> (Deming 1982) (Jensen 2000)
<b>Creativity</b> (Hirshberg 1998)	<b>Self-Knowledge</b> (Block 2002) (Brookfield 1995) (Moxley 2000) (Palmer 1998) (Quinn 1996) (Schön 1983) (Whyte 1994)	<b>Scenario Planning</b> (De Geus 1997) (Kahane 2004) (Van der Heijden 1996) (Schwartz 1991)
<b>Design</b> (Norman 1988) (Winograd 1996)	<b>Organization</b> (Botkin 1999) (DiBella and Nevis 1998) (Duffy, Rogerson et al. 2000) (Hock 1999) (Jaques 1996) (Labovitz and Rosansky 1997) (Morgan 1997) (Pitcher 1997)	<b>Teams</b> (Katzenbach and Smith 1993) (Scott 2002) <u>Fiction</u> - (Lencioni 2002)
<b>Dialogue</b> (Bohm 1990) (Miller and Miller 1997) (Wheatley 2002)	<b>Philosophy</b> <u>Fiction</u> – (Butler 1993) <u>Fiction</u> – (Butler 1998) (Frankl 1984)	
<b>Economics</b> (Reich 1991)		
<b>Education</b> (DuFour and Eaker 1998) (Fullan 2003) (Postman 1995)		
<b>Follower / Member / Citizen</b> (Chaleff 1995)		

- Argyris, C. (1990). Overcoming Organizational Defenses. New York, Prentice-Hall.  
In this rather slim book (160 pages), Argyris presents compelling evidence that organizations, and the people within them, create schemes of behavior which practically ensure their own failure. And he presents some strategies on to get out of the trap. He makes extended use of case studies, or excerpts from his own consulting experiences.
- Beer, M. and N. Nohria, Eds. (2000). Breaking the Code of Change. Boston, Harvard Business School Press.  
This is an interesting book, consisting of papers presented at a conference. The book has seven sections with each consisting of two papers compellingly presenting opposing views (which frankly I did not read since they seem to represent ideas already commonly in play) and a third (which I did read) offering commentary on the first two. The introduction sets up a pair of new comprehensive theories of change and the final chapter suggests the need to bring all the best of the other ideas together and conduct some valid research. All of this is set in the context of the business - for-profit - world, making its usefulness in the public sector and nonprofit worlds problematic.
- Block, P. (2000). Flawless Consulting. San Francisco, Jossey-Bass/Pfeiffer.  
This is the second edition of what has become a classic. He covers consulting from the initial contact through the negotiating and contracting, on-going contact with the sponsor and the others, delivery of the final product/service, and traps along the way. This edition adds comment on such topics as 'whole systems' work and 'engagement'. He offers periodic checklists and 'flowcharts' for meetings.
- Block, P. (2002). The Answer to How is Yes. San Francisco, Berrett-Koehler.  
A book recommended by Bill Sommers. This has a different, more philosophical approach than Flawless Consulting or The Empowered Manager. And it's more personally challenging than Stewardship. Of course his focus on asking the right questions is very much congruent with my thinking, too. I'll also attach my notes from a session Block attended coincidentally in Minneapolis just after I finished reading this book.
- Bohm, D. (1990). On Dialogue. Ojai CA, David Bohm Seminars.  
This forty-page pamphlet consists of the transcript of a meeting, augmented by other materials from the author. Bohm is a physicist who earned his Ph.D. under Robert Oppenheimer and is an emeritus professor of theoretical physics in the UK.
- Botkin, J. (1999). Smart Business. New York, The Free Press.  
Botkin wrote an earlier book, No Limits to Learning, in response to an even earlier book called Limits to Growth. Here he goes beyond the basics of learning in general to the active promotion of learning and knowledge capture and dissemination in organizations.
- Bridges, W. (1991). Managing Transitions. Cambridge MA, Perseus Books.

The thin (125-page) how-to version of Bridges thinking. A half-dozen chapters, each with a two-page checklist at the end. And a pre-test / post-test mini-case study setting up a situation, offering a score of potential things to do, asking which you do, possibly do, avoid doing ... Lots of little quotes in the margins throughout.

Brookfield, S. D. (1995). Becoming a Critically Reflective Teacher. San Francisco, Jossey-Bass.

I got this book for its exploration of critical thinking, reflective thinking, whatever. As I read it, I can imagine, "Suppose we changed 'teacher' in these notes to 'leader'? Wouldn't that be an interesting environment and set of practices for *leaders*? How is *leading* similar to (or different from) *teaching*?"

Butler, O. E. (1993). Parable of the Sower. New York, Warner Books.

Set in the future, this story recounts the disruption to society on the heels of a return to extreme fundamentalism by the ruling political party and the influence of new recreational drugs. The protagonist is an 'empath' able to feel the pain of others. When her family's enclave is destroyed she sets out to build a new community with greater tolerance.

Butler, O. E. (1998). Parable of the Talents. New York, Warner Books.

This story picks up when the community created in *The Parable of the Sower* is discovered and taken over by the reactionary / fundamentalists. The protagonist, a descendent of the original, tells the story (with flashbacks) based on conversations with her mother and on her father's journal. The need now is to adopt a new plan to change the world -- based on small cells of people who stay under the radar and bring others in one at a time without acquiring tangible physical resources and the attention they cause.

Card, O. S. (1977). Ender's Game. New York, Tom Doherty Associates.

This story (the beginning of a series totaling five books) tells how representatives of Planet Earth, under threat from an alien species, train a new leader to defend the planet against attack.

Chaleff, I. (1995). The Courageous Follower. San Francisco, Berrett-Koehler.

A kind of different take on leadership – and the responsibility of *followers* to help develop leadership in others (and themselves). The author covers topics such as the loyalty, the power, the value, and the courage of the follower. Some of the topics and examples seem to come from clearly dysfunctional organizations, and thus don't fit into my own experience particularly well.

Cleveland, H. (1993). Birth of a New World. San Francisco, Jossey-Bass.

Chapters One and Two describe how spreading knowledge about the advantages of political choice and a worldwide "fairness revolution" toppled top-down totalitarianism. In Chapter Three I argue that the model for what is miscalled "world order" cannot be a worldwide nation-state; indeed, national governments are themselves leaking power to cities and other subnational communities, to transnational

corporations and associations, and to groups of governments working on global dangers and desires. What actually works in international cooperation, profusely illustrated in Chapter Four, is functional pieces of peace glued together by common interest and powered by modern information technologies. Chapter Five derives from all this some moral and political guidelines for the next mutations in the management of peace. Contains the five-year plan quote.

Csikszentmihalyi, M. (1991). Flow -- The Psychology of Optimal Experience. New York, Harper Perennial.

Kind of a strange book -- somewhere between New Age psychology and mysticism and sociology and empirical research and National Enquirer. For me, it held some interesting affirmations of stuff that I had thought about but not clearly -- we own our responses, we are not victims. And I think his comments at page 88 underscore for me the essential similarities between *leaders* and *parents*.

De Geus, A. (1997). The Living Company. Cambridge MA, Harvard Business School Press.

An excellent book by someone associated with the origins of the concept of learning organization and the practices of scenario planning. He worked at Royal Dutch/Shell for 38 years, part of that time in its vaunted Planning Group.

Deming, W. E. (1982). Out of the Crisis. Boston, MIT.

Not your typical book on management. Deming does not write elegantly, although he does turn a good phrase now and then. (How about *Experience alone, without theory, teaches management nothing* on p 19 and again p 317! Or, *A hack of a statistician should be studying, not teaching* on p 468.) This book is sprinkled with anecdotes from his scores of years in management consulting, some amazing in their absurdity. (Check out p 33!) He offers lists, subtitles, headings, chapters, examples, quotes from speeches (his own and others), thoughts, ideas, principles, credited sometimes to completely obscure people, all sort of jumbled together into bigger lumps called chapters. Chapter 2, focused on The 14 Points, is 80 pages of provocation.

This is kind of like reading someone's notes before the note-writer had a chance to go through and put them in order. The net is that you get some ideas several times hundreds of pages apart, then two ideas side by side with only the flimsiest of connections. But he certainly does have some highly opinionated and not politically softened points to make. About the deadly diseases (p 97) -- you can get a nice reprise of them on video tape from the 3M Library.

DiBella, A. J. and E. C. Nevis (1998). How Organizations Learn. San Francisco, Jossey-Bass.

Nevis also contributed to the 'intentional revolution' book, which has been used in the attempted transformation of the 3M/IT Applications Development group. They do a good job of pulling together various ideas into a comprehensive theory with enough details to make it seem practicable. And throughout the book they point to concrete examples from their research and consulting practices.

Dixon, N. (2000). Common Knowledge. Boston, Harvard Business School Press.

An excellent introduction to several schemes for transferring knowledge within an organization. Uses diagrams which are vaguely reminiscent of causal loop diagrams to make the points. The author outlines a series of key questions, discusses a variety of transfer techniques, and points out the strengths and weaknesses of each.

Duffy, F. M., L. G. Rogerson, et al. (2000). Redesigning American's Schools. Norwood, MA, Christopher-Gordon Publishers, Inc.

This book's authors have been frequent contributors to internet lists I've followed for some years. While the book uses some language in a manner that I might want to 'fix' (e.g., failing to differentiate between *leadership* and *management*), on the whole I find the book challenging. It is heavily footnoted and referenced, and for some readers that will pose a reading barrier. On the other hand, it supports the authors' claims nicely.

DuFour, R. and R. Eaker (1998). Professional Learning Communities at Work. Alexandria VA, ASCD.

Frankl, V. (1984). Man's Search for Meaning. New York, Simon & Shuster.

Frankl splits this book in two pieces. The first part, about 100 pages, recounts his experiences in surviving WWII in a series of Nazi concentration camps. The second part, about 50 pages, focuses on his theory of psychology, called logotherapy.

Freedman, D. H. (2000). Corps Business. New York, Harper Collins.

A book about the way the Marine Corps builds its leaders. The author has lots of little stories and vignettes, and pulls from them some thirty principles. Note that at the end of the notes, I've added a copy of an e-mail note from a former Marine, about the Marines' version of their 'leadership traits.'

Fullan, M. (2003). The Moral Imperative of School Leadership. Thousand Oaks CA, Corwin Press.

This book's title drew me. It's another slim volume, citing many references including a rather off-putting number to the author's other works as well as forward and backward references within this book. It would have benefited from closer editing. For instance, he offers a model with four levels and also depends heavily on Jim Collins's five level model; he references to simple to levels in each leaving the reader to sort it out. Nonetheless, he makes a very good case.

Fullan, M. (2005). Leadership and Sustainability. Thousand Oaks CA, Corwin.

Gardner, J. W. (1990). On Leadership. New York, Free Press.

Perhaps the best book on leadership of the last two decades. I was originally drawn in by chapter 9 (and it directly led to the selection of the name of our consulting firm) but this book is simply filled with sound thinking and advice. I especially appreciate the way he introduces his lists, saying simply they are *his* and inviting the reader to alter the list based on his/her own experience.

Goldratt, E. (1992). The Goal. Croton-on-Hudson NY, North River Press.

The book provides an interesting set of insights into (a) the operation of a manufacturing plant and (b) the mindset that suggests that somehow technology outweighs people in achieving organizational goals. Worth the read.

Gozdz, K., Ed. (1995). Community Building. San Francisco, Sterling and Stone.

A collection of 34 articles by some of the most well-known writers in the field of leadership, community, and organizational development. Note that I only offer notes from the chapters I read.

Greenleaf, R. K. (1977). Servant Leadership. New York, Paulist Press.

This book carries the subtitle, *A Journey into the Nature of Legitimate Power and Greatness*. In its essays and presentations, Greenleaf examines the nature of trustees of institutions, administrators of institutions, and the various kinds of institutions themselves (e.g., for-profit, non-for-profit, educational, religious). In particular, he wants to discover what prevents any institution from achieving the degree of excellence or greatness reasonably possible given the institution's resources – he offers recurring explorations around the promise of moving from 'mediocre performance toward a much higher level that is reasonable and possible with available resources.'

Hagberg, J. (1994). Real Power. Salem WI, Sheffield Publishing.

In this book Hagberg describes six stages of power by identifying key characteristics of each stage, and offering examples of people exhibiting that stage. She suggests triggers which can precipitate the migration from one stage to the next, but suggests that not everyone needs to or even can make those changes. Her comments on which stages of power are most 'comfortable' for men and for women, and which are most common in organizations are interesting.

Handy, C. (1994). The Age of Paradox. Cambridge, Harvard Business School Press.

The author of this book was born in Ireland and lives in England. Some of his ideas may be hard to grasp, since he uses British / European examples. But most of what he says I find universal. His comments on intellectual 'property', 'membership' in companies, and attending to all six stakeholders make provocative reading. His comments on the need for three 'senses' I find especially intriguing, given some of the work done in the various systems thinking workshops.

Heifetz, R. A. (1994). Leadership without Easy Answers. Cambridge MA, Harvard University Press.

Heifetz is a psychiatrist (preparation for which includes a medical degree) who also teaches in the Kennedy School of Government at Harvard University. Many of his examples are quite personal and call upon situations encountered in his medical practice; others are quite general and come from a wide-range of governmental situations. He sets up two varieties of leadership: *technical* and *adaptive*, suggesting that the latter is much more demanding and increasingly called for. He also describes situations with and without authority.

Hersey, J. (1988). A Bell for Adano. New York, Vintage Press.

"Presiding over the small Sicilian village of Adano during WW II, an Italian-American major wins the love and administration of the natives when he searches for a replacement for the 700-year-old town bell that had been melted down for bullets by the Fascists. Although situated during one of the most devastating experiences in human history, John Hersey's story speaks with unflinching patriotism and humanity." (book cover blurb)

Hirshberg, J. (1998). The Creative Priority. New York, HarperCollins.

The author created Nissan Design International (NDI), responsible for the design of automobiles for Nissan -- but also able to take on such other design contracts as they could locate. These included items from children's furniture to computers to vacuum cleaners to exotic one-off yachts. His idea centered on making creativity a priority in the organization and in the environment throughout the organization. The contrast between the cultures involved -- US versus Japan and creative versus bureaucratic -- offer rich lessons.

Hock, D. (1999). The Birth of the Chaordic Age. San Francisco, Berrett-Koehler.

A semi-autobiography, semi-leadership, semi-organizational development, semi-chaos-and-emergent-order, semi-business history, semi-case study book. It recounts the 'invention' of VISA out of the debacle of bank cards in the late sixties. He uses an alternative fonts for the basic story and for the more philosophical digressions to allow the reader to pick and choose. He also incorporate mini-maxims throughout the book. Although I've seen a video presentation of some of the ideas in here, and read what amounts to a transcript of that video, this fuller presentation is much more appealing.

Jaques, E. (1996). Requisite Organization. Arlington VA, Cason Hall.

Elliot Jaques has worked with organizations for fifty years, and has learned something about organizational structures. In this book he describes why hierarchies are necessary and how hierarchies should work. In essence, the time horizon for the work done at a level defines its place in a natural hierarchy, and vice versa. And, by the way, different people have different capabilities with regard to time horizons. Jaques makes a convincing case, in a curmudgeonly sort of way which brooks no counter arguments -- reminiscent of John Warfield. He employs an oddly narrative sort of style, a precise set of definitions (see pp 35) and an intimidating set of acronyms (check out pp 6). The meat of the book really lies in Part 3 Section 4.

Jaworski, J. (1996). Synchronicity. San Francisco, Berrett-Koehler.

A book recounting the path the author took from a high pressure law practice to a more focused attempt to 'educate' himself. Recounts the development of the American Leadership Forum, an effort to bring together leaders from across a community to help them enhance *their* community. On connectedness, on systems, on leadership, on chance, on learning.

Jensen, B. (2000). Simplicity. Cambridge MA, Perseus Books.

I had some interaction with the author as he worked on this book, all via email which had its genesis in Internet lists. The book employs a wide arrays of type styles and sizes, recurring hooks, quotes from a variety of people, summaries, etc., all sort of mixed together from page to page. He bases his writing on a large study and hundreds of interviews. His presentation is kind of iconoclastic, but I like his ideas. Note that throughout, he refers to *associates*, where someone else might say 'employee' or 'staff member.'

Kahane, A. (2004). Solving Tough Problems. San Francisco, Berrett-Koehler.

A prime contributor to the Mont Fleur Scenarios writes about that and further experiences using scenario planning. He writes about different kinds of interaction - talking and listening and the power of the richer sorts of interaction. While his background was in physics and economics, he has moved away from 'the right answer' to embrace a more holistic approach toward problems. This is quite a rich book, even at 130 pages.

Katzenbach, J. R. and D. K. Smith (1993). The Wisdom of Teams. New York, Harper Business.

A book on the strengths of teams, the weaknesses of teams, the value of teams, the costs of teams, the appropriateness of teams. These guys are heavily into lists, but the ideas are sound. They seem to follow the premise that you should say something several times to make sure it sinks in, so there is some redundancy apparent, but it's not oppressive. All in all, worth a least a good browse.

Kelly, K. (1994). Out of Control. New York, Addison-Wesley.

A five-hundred page exploration of chaos, complexity, non-linearity, complex adaptive systems, the mixture of living and mechanical systems. A reprise of lots of other work, so if you've read much about complexity or 'the new science', this may be largely redundant, even if entertaining. But chapter 24, which distills the entire book into a few pages is worth reading.

Klein, G. (1998). Sources of Power. Cambridge MA, MIT.

Kleiner, A. (2003). Who Really Matters. New York, Currency Doubleday.

The authors suggests that virtually every organization has a central group of folks whose habits and values 'infect' the remainder of the organization, for better or worse. The danger lies in either failing to recognize this fact of life, or even denying it. And now that we understand this, how can we capitalize on this knowledge to improve the performance of our organizations?

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

The author, based on his long years of observation and research, suggests that organization undertaking major change/transformation should adopt an eight-step model. He introduces the problems which confound change efforts, then he devotes a chapter to how each of his steps resolves those problems. In a departure from

convention, he includes no bibliography or index in the book. See the comment in the Preface for his explanation.

Kouzes, J. M. and B. Z. Posner (1987). The Leadership Challenge. San Francisco, Jossey-Bass.

The authors hold up a model with five 'leadership practices' and an assessment tool to find out how you're doing on each of them. Taken together, these practices define how effective leaders will want to behave.

Labovitz, G. and V. Rosansky (1997). The Power of Alignment. New York, John Wiley & Sons.

A book which explores a diamond model which we 'invented' simultaneously here within 3M/IT Education Services! This model shows minor differences from ours, but also has pragmatic notes on how to get the four critical elements of an organization aligned along two dimensions.

Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco, Jossey-Bass.

A book recommended by Bill Sommers, it uses the story format (as in Goldratt's works) to build a model. In this case, the model focuses on team dysfunctions. At the heart is trust, which makes the model appealing. A very quick read, entertaining, more descriptive than prescriptive.

McMaster, M. D. (1996). The Intelligence Advantage. San Francisco, Butterworth-Heinemann.

On complexity, knowledge, and how organizations that succeed must take account of learning and sharing knowledge as a genuine competitive advantage in a world of dynamic change. A generally excellent book. The author frequently contributes to the Learning-Org list on the Internet, and I look forward to his comments. A two-hundred page page that could easily 'reduce' to twenty pages of notes!

Miller, S. and P. Miller (1997). Core Communication. Littleton CO, Interpersonal Communications Programs.

Morgan, G. (1997). Images of Organization. Thousand Oaks CA, Sage Publications.

In this book, Morgan looks at the impact of metaphor on how we view organizations, think about changing them, become aware of some facets while blinding ourselves to other facets. His suggestion is not there is a right or wrong metaphorical lens to view organizations - rather an effective leader must have multiple lenses, multiple metaphors to draw on, and perhaps even needs to create new ones where the old ones fail to bring out a specific aspect.

Moxley, R. (2000). Leadership & Spirit. San Francisco, Jossey-Bass.

Moxley is on the 'faculty' of the Center for Creative Leadership, and a frequent participant in the Greenleaf Center's annual conference. In fact, that's where I bought this book. He uses his experience from the business and the training worlds (and

perhaps his Master's in Theology) to hold up an example company, called Composite Corporation.

Nevis, E. C., J. Lancourt, et al. (1996). Intentional Revolutions. San Francisco, Jossey-Bass. The authors suggest a strategy for changing organizations, including seven tactics serving the larger strategy as change moves through fairly predictable phases. They stress the importance of recognizing the *multiple realities* of those involved which naturally prevail in any situation related to transforming change. They cite evidence from large scale changes at companies such as Xerox, Oticon, and Motorola.

Norman, D. (1988). The Psychology of Everyday Things. New York, Basic Books. This book was written, not by an information systems professional, but by a psychologist who specializes in studying why things fail, why they don't work, why accidents occurs. The book is highly readable, and full of examples. One of his key ideas is that if something does not work for someone, chances are it's not that person's fault but the fault of the designer. He describes the differences between kinds of errors -- slips and mistakes. If something which ought to be simple requires an instruction manual, then the designer has failed. He talks about the conceptual model of how things ought to operate. There are several clear lessons in here for systems designers. Note that the book's name has been changed to 'The Design of Everyday Things'!

Oshry, B. (1995). Seeing Systems -- Unlocking the Mysteries of Organizational Life. San Francisco, Berrett-Koehler. Not your average 'systems' book or your average 'business' book. The author slips from expository prose to theatrical metaphors (e.g., invented dialog between He and She) to poetry (sort of) to dance metaphors with great fluidity. But his final message comes through pretty clearly -- we need to see systems more effectively if we want to survive as robust entities.

Palmer, P. (1998). The Courage to Teach. San Francisco, Jossey-Bass. A book about teaching from a position of courage, of congruence, of integrity. It covers dialogue, reflection, commitment, trust -- many issues of the heart that permit excellent education to prosper.

Pitcher, P. (1997). The Drama of Leadership. New York, John Wiley & Sons. The author recounts her long term involvement with a large company in terms of theatrical metaphors. She records its fall from grace as, literally, 'the wrong type people gravitate toward the top.' She identifies three fundamental types (Artists, Craftsmen, and Technocrats) and ties characteristic behaviors and traits to each. Woe to the organization saddled with Technocrats in positions of power!

Postman, N. (1995). The End of Education. New York, Vintage Books. In his earlier book, *Teaching as a Subversive Activity*, Postman introduced the concept of "the crap detector" as a goal for education. His comments in this book apply equally to education in industry.

- Quinn, D. (1997). My Ishmael. New York, Bantam Books.  
Following the story of Ishmael, the lowlands gorilla on a mission to save the planet from humankind, this time adopting a teenage girl as his emissary / student. Told from the perspective of Julie, the 'student'. Comments in quotes come from Ishmael unless otherwise noted.
- Quinn, R. E. (1996). Deep Change. San Francisco, Jossey-Bass.  
The author suggest that change begins inside then manifests itself outside. He has some interesting ideas about individual versus manager versus leader, and their worldviews.
- Reich, R. B. (1991). The Work of Nations. New York, Random House.  
Nominally about the US economy, the most relevant parts of the book for me focused on what kinds of jobs will exist in the future, and therefore what kinds of skills will stand someone in good stead. See especially the comments from Chapter 18-19.
- Schein, E. (1999). The Corporate Culture Survival Guide. San Francisco, Jossey-Bass.  
Schein is probably the most widely know researcher, writer, and consultant on the topic of *corporate culture*. In this book, he offers a broad view interwoven filled with rich examples; useful hints and 'practical implications'; and for each chapter, 'the bottom line.' (See page 64 for an example of 'practical implications'.) And he substantiates his views with evidence from his consultancy and research experience.
- Schön, D. A. (1983). The Reflective Practitioner. New York, Basic Books.  
In this book, the author describes the plight of 'professionals' and the connection of that plight to the tendency to divorce practice from research. That is, essentially, some folks *do*, and others *think*, and no one gets paid to do *both*. And he shows how institutions unintentionally aggravate the effects of this problem. The author mentions some of his with Chris Argyris and offers many footnotes and references to other works. You can also see how this work influenced such people as Stephen Brookfield (see other extracts for his work). His proffered solution depends on people stepping up to the challenge of thinking as they work and listening to the situation 'talk back' to them.
- Schwartz, P. (1991). The Art of the Long View. New York, Doubleday.  
The author serves as one of the Principal partners in the Global Business Network, a long-range planning group with ties to several major world-wide corporations and governments. This book describes their use of 'scenario planning' as a strategic exploration technique. It challenges the reader to think about, not the future, but a set of plausible possible futures, and the steps one might make to today to favor the emergence of the most desirable, while still allowing appropriate preparation for the arrival of any of them.
- Scott, S. (2002). Fierce Conversations. New York, Viking.

This book came to my attention from Bill Sommers. It bears a strong resemblance to the principles of the Awareness Wheel which we have been using for more than ten years, but offers a couple interesting twists for use with groups rather than individuals .... She turns a few good phrases and offers a surprising number of references to other works, notably fiction. Her bottom line? If you want things to get better, you go first.

Seiling, J. G. (1997). The Membership Organization. Palo Alto, Davies-Black.

In this book, the author take a single *metaphor*, membership, and extends it in several directions. In essence, she is describing an organization comprised of people who have volunteered to be there. These members will sometimes act as leaders and sometimes as followers, but always as volunteers who choose to remain members. She outlines seven principles and devotes a chapter to each. She offers many references to other works including a five page list of referenced works.

Senge, P. (1990). The Fifth Discipline. New York, Doubleday.

The author contends that we must shift our thinking to focus on *organizational learning* rather than *individual learning* for any large organization to succeed. He suggest that can think of organizational learning as composed of five disciplines: personal mastery, shared vision, mental models, team learning, and systems thinking. His argument is that gradual changes are more difficult to recognize and adapt to than sudden changes; as a result the team, with its shared memory, becomes the real learning unit in the organization. He introduces the notion of the *archetype* as a basic pattern of interaction which can be found time and again in an organization, and stresses the need for systems thinking to lead us to examine these interactions.

Shaw, R. B. (1997). Trust in the Balance. San Francisco, Jossey-Bass.

The author suggests that trust ultimately rests on results, integrity, and concern. Trust is paramount in contemporary organizations, so he offers some suggestion on remedying broken trust.

Terry, R. W. (1993). Authentic Leadership. San Francisco, Jossey-Bass.

A book by the former Director of the Reflective Leadership Center at HHH Institute of Public Affairs at the Univ. of Minn. He offers a very thoughtful examination of issues around leadership (including a survey with an enormous number of references to 'the literature' of leadership), suggesting that we need to supplement the categories he finds with a new perspective, *authenticity*. He also makes a strong case that leadership only exists in *action*. To support this, he offers the *Action Wheel* as a tool for working through problems involving leadership. Just now, I'd have to say this is one of the two or three best books I've come across on leadership.

Vaill, P. B. (1996). Learning as a Way of Being. San Francisco, Jossey-Bass.

In this book, Vaill takes his earlier metaphor for our times (permanent white water) and examines its consequences for leading and learning. I think that the chapter on leaderly learning is very good, and worth reading in its entirety.

Van der Heijden, K. (1996). Scenarios -- The Art of Strategic Conversation. New York, John Wiley & Sons.

Another graduate of the Shell Planning Group, van der Heijden explicitly couples scenario planning (SP) with systems thinking. Indeed, he posits that *every* scenario actually just plays out a systems model / causal-loop diagram. He offers lots of pointers to other writers, and has pulled together the relevant ideas of several other disciplines (e.g., economics, management, psychology). In his scheme, an SP *project* involves the creation of an *agenda* (of relevant issues, etc.); the creation of an SP *team* (of experienced SP people and business people and perhaps others); the clarification of the *Business Idea*; the actual SP *workshops* themselves; and the *promulgation* of the resulting scenarios throughout the organization to drive efforts right down the line.

Wheatley, M. (2002). Turning to One Another. San Francisco, Jossey-Bass.

I hesitated to buy this book at first because I wasn't sure the author had anything new to say. I was surprised by the personal nature of this work, the emotion that she conveys about the need for us to generate better conversations as a hope for the future.

Wheatley, M. J. (1992). Leadership and the New Science, Berrett-Koehler.

In this book, the author presents a rather philosophical examination of 'new science' also known as Chaos Theory or Complexity Theory. It is especially relevant to systems design because the goal of design is to make lots of little decisions that add up to a coherent whole. You must have the whole in mind throughout, or else you end up with lots of little optimal decisions but an *incoherent* whole. She discusses a little bit the nature of complex non-linear systems -- as they apply to organizations, rather than molecules or stars. And she stresses the importance of the relationships between the elements of the system.

Whyte, D. (1994). The Heart Aroused. New York, Currency Doubleday.

In this book, the author (a consultant and poet) examines the role of the heart and the soul in modern business. He uses examples from poetry to explore issues of passion in corporate life.

Winograd, T., Ed. (1996). Bringing Design to Software. New York, Addison-Wesley.

A compilation by Winograd of works by fourteen authors on software design. A nice compendium, with pointers to other works for expanded treatment by these authors on their topics. Draft version only so far.

Zander, B. and R. S. Zander (2000). The Art of Possibility. Boston, Harvard Business School Press.

I saw Ben Zander at the Masters Forum in December of 2000. I listened to the tapes of that event over a couple dinners a few weeks later. Now I've read the book. Some of his stories are genuinely inspirational. And the 'practices' will surely pose a personal challenge to me as go forward.