The Learning Resource Centre supports programmes, research and events at Roffey Park through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources. There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website: www.roffeyparklrc.com

Members and programme participants can borrow books and access management databases containing full text articles. This review features just some of the recently acquired books and other resources you can access through the LRC.

Disclaimer: The Roffey Park LRC InTouch includes hypertext links to online material owned and maintained by external organisations. You use such links and other websites entirely at your own risk. Such websites are provided by independent third parties and Roffey Park accepts no responsibility for the availability, content or use of such websites or information contained on them.

Breaking Free of Bonkers: How to Lead in Today's Crazy World of Organizations
BINNEY George, GLANFIELD Phil, WILKE Gerhard; Nicholas Brealey; 2017
IS IT JUST ME OR IS EVERYTHING AROUND HERE BONKERS? Do you ever feel bewildered or even oppressed by what goes on in your organization? Does anything ever strike you as odd, ridiculous, inefficient or just plain bonkers? Chances are you are not alone. No matter what industry, sector or institution, bonkers is often the way of the world in work and business. We can spend so much time ticking boxes, preparing plans, sitting in unproductive meetings, and trying to deliver on top-down initiatives that the time to do real work is squeezed out. Breaking Through Bonkers shows you how it is possible to progress and do a good job achieve your goals despite the mad and messy world of today's organisations. Against the odds, it is possible to lead effectively. George Binney, Phil Glanfield and Gerhard Wilke are three highly experienced consultants from the renowned Ashridge Business School. In this candid and reassuring book they use a wealth of lively examples and illustrations to show you how to work productively, value your experience and trust your intuition in order achieve progressive change and excel in any organization – no matter how bonkers.

Link: Google Books excerpt
Link: Author’s website
Link: Thinkers 50 Podcast: George Binney and Breaking Bonkers
**Bedtime Stories for Managers: Farewell to Lofty Leadership... Welcome Engaging Management** (also available as an E-book)

**MINTZBERG Henry; Berrett-Koehler Publishers; 2019**

"If you’re like most managers and things keep you up at night, now you can turn to a book that's designed especially for you! But you won’t find talking rabbits or princesses here. (There is a cow, but it doesn’t jump.) Henry Mintzberg has culled forty-two of the best posts from his widely read blog and turned them into a deceptively light, sneakily serious compendium of sometimes heretical reflections on management. The moral here is this: managers need to leave their castles and find out what’s actually going on in their kingdoms. And like real bedtime stories, these essays have metaphors galore. So prepare to grow strategies like weeds and organize like a cow. Discover the maestro myth of managing, find the soft underbelly of hard data, and learn why downsizing is bloodletting and your board should be a bee. Mintzberg writes, “Just try not to be outraged by anything you read, because some of my most outrageous ideas turn out to be my best. They just take a while to become obvious.”

**Link:** E-Book available on Ebscohost

**Link:** Author’s website

**Humble Leadership: The Power of Relationships, Openness, and Trust**

**SCHEIN Edgar, H; SCHEIN, Peter A; Berrett-Koehler Publishers; 2018**

The more traditional forms of leadership that are based on static hierarchies and professional distance between leaders and followers are growing increasingly outdated and ineffective. As organizations face more complex interdependent tasks, leadership must become more personal in order to insure open trusting communication that will make more collaborative problem solving and innovation possible. Without open and trusting communications throughout organizations, they will continue to face the productivity and quality problems that result from reward systems that emphasize individual competition and “climbing the corporate ladder”. Authors Edgar Schein and Peter Schein recognize this reality and call for a reimagined form of leadership that coincides with emerging trends of relationship building, complex group work, diverse workforces, and cultures in which everyone feels psychologically safe. Humble Leadership calls for “here and now” humility based on a deeper understanding of the constantly evolving complexities of interpersonal, group and intergroup relationships that require shifting our focus towards the process of group dynamics and collaboration. Humble Leadership at all levels and in all working groups will be the key to achieving the creativity, adaptiveness, and agility that organizations will need to survive and grow.

**Link:** Publisher's overview

**Link:** Interactive discussion with Edgar and Peter Schein, authors of Humble Leadership

**Link:** Wall Street Journal article - The Best Bosses are Humble Bosses

**Dare to Lead: Brave Work. Tough Conversations. Whole Hearts**

**BROWN Brené; Vermilion; 2018**

In her #1 NYT bestsellers, Brene Brown taught us what it means to dare greatly, rise strong and brave the wilderness. Now, based on new research conducted with leaders, change makers and culture shifters, she’s showing us how to put those ideas into practice so we can step up and lead. Leadership is not about titles, status and power over people. Leaders are people who hold themselves accountable for recognising the potential in people and ideas and developing that potential. This is a book for everyone who is ready to choose courage over comfort, make a difference and lead. When we dare to lead, we don’t pretend to have the right answers; we stay curious and ask the right questions. We don’t see power as finite and hoard it; we know that power becomes infinite when we share it and work to align authority and accountability. We don’t avoid difficult conversations and situations; we lean into the vulnerability that’s necessary to do good work. But daring leadership in a culture that’s defined by scarcity, fear and uncertainty requires building courage skills, which are uniquely human. The irony is that we’re choosing not to invest in developing the hearts and minds of leaders at the same time we’re scrambling to figure out what we have to offer that machines can’t do better and faster. What can we do better? Empathy, connection
and courage to start. Brown spent the past two decades researching the emotions that give meaning to our lives. Over the past seven years, she found that leaders in organisations ranging from small entrepreneurial start-ups and family-owned businesses to non-profits, civic organisations and Fortune 50 companies, are asking the same questions: How do you cultivate braver, more daring leaders? And, how do you embed the value of courage in your culture? Dare to Lead answers these questions and gives us actionable strategies and real examples from her new research-based, courage-building programme.

Link: Author’s website
Link: Review of the book by Roffey Park Institute

Speak Up : Say what needs to be said and hear what needs to be heard
REITZ Megan, HIGGINS John; FT / Pitman; 2019
What you say or don’t say in a conversation can have life-defining consequences on ourselves and those around us. Speak Up helps you to navigate power differences so you can speak up with confidence and enable others to find their voice in a way that will be heard. “A powerful book on an important topic. Speak Up helps us understand the subtle elements that contribute to our holding back valuable ideas and observations. Their TRUTH framework – which is as practical as it is rigorous – identifies essential elements to help individuals find their voice. “Amy Edmondson, Professor, Harvard Business School, Author, The Fearless Organization
Link: HBR Article by the Authors: Managers - You're more intimidating than you think
Link: Author’s website

Act like a leader, think like a leader
IBARRA Herminia; Harvard Business Review Press; 2015
Leadership expert Herminia Ibarra (INSEAD) upends traditional, introspective advice and says act first – and then change your way of thinking. In this unconventional book, Ibarra, one of the world’s foremost experts on leadership transitions, provides the first practical guide on how to change when you also need to lead. Defying standard leadership development guidance, which encourages deep self-reflection into strengths and weaknesses, this book shows that the most effective way to change is through action, not analysis, and by learning from experience, not introspection. In short, it will teach you to change from the outside in by first acting like a leader and then thinking like one.
Link: Author’s website

Leadership-as-Practice: Theory and application
RAELIN Joseph A; Routledge; 2016
The movement known as “leadership as practice” (L-A-P), focuses on the everyday practice of leadership including its moral, emotional, and relational aspects, rather than its rational, objective, and technical aspects; it looks for leadership in its activity rather than through the traits and heroics of individual actors. The leadership-as-practice approach resonates with a number of closely related traditions, such as collective, shared, distributed, and relational leadership, that converge on leadership processes. These approaches share a line of inquiry that acknowledges leadership as a social phenomenon. The new focus opens up a plethora of research opportunities encouraging the study of social processes beyond influence, such as intersubjective agency, shared sense-making, dialogue, and co-construction of responsibilities.
Link: Publisher’s overview
Link: Article by Author: Leadership Journal 2011 - From leadership-as-practice to leaderful practice
Link: So what is new about leadership as practice? Margaret Collinson critique

Making Virtual Real; how to lead global teams across distance
ALBERTO, Elisa, WAWRA, Christine; Amazon; 2016
The aim of this book is to provide you with a practical guide into the virtual world, from the perspective of the team member, as well as the team leader. In it, we share our practical experience in working with virtual teams, offering a wide range of useful tools and approaches for establishing, leading and facilitating successful geographically dispersed teams. Who is this book for, and what
does it include? Whether you are a virtual team leader or a team member, a trainer, or a consultant supporting clients with developing virtual facilitation competences, this book gives you practical tips, ideas and insights into working and leading virtually. As a leader, this book offers great tools in the initial stages of building a virtual team as well as for later on, when managing the team or assessing team performance. As a virtual team member, you will get ideas and insights about how cultural differences can affect how we communicate and understand each other in virtual meetings, as well as practical tips on virtual facilitation. As a consultant and virtual trainer, you will have a complete guide that covers the most important aspects of virtual leadership, virtual collaboration and facilitation.

Link: Author's website

**The Outstanding Middle Manager: How to be a Healthy, Happy, High-performing Mid-level Manager**

TINLINE Gordon, COOPER Cary L; Kogan Page; 2016

Recent research shows that the number of people in senior specialist and middle management positions is growing. As organizations continue to flatten, the middle becomes the place where many will spend the majority of their careers. The Outstanding Middle Manager is the new guide to dealing with those pressures specific to the role and maximizing the opportunities to forge a fulfilling and balanced career in the middle. Drawing on the latest research into workplace trends, strategic management and work-life balance, Tinline and Cooper focus on middle management as an opportunity level. Readers can discover: strategies for managing upwards as well as downwards, how to deal effectively with generational differences and an evolving workplace, influencing, empowerment and team-building skills, and stress- and life-management strategies that bring clarity and purpose. With a focus on lateral development and progression as a career choice, The Outstanding Middle Manager empowers readers to take control of their mid-level career to become more fulfilled, more resilient and more satisfied.

Link: Publisher's overview

**The Outward Mindset: Seeing Beyond Ourselves, How to change lives and transform organizations**

ARBINGER INSTITUTE; Berrett-Koehler; 2016

To change what we do, we first need to change how we see and relate to the world. Changing from an inward mindset to an outward mindset makes all the difference. Without even being aware of it, many of us operate from an inward mindset, a single-minded focus on our own goals and objectives. This book points out the many ways, some quite subtle and deceptive, that this mindset invites tension and conflict. But incredible things happen when people switch to an outward mindset. They intuitively understand what co-workers, colleagues, family, and friends need to be successful and happy. Their organizations thrive, and astonishingly, by focusing on others they become happier and more successful themselves! This new mindset brings about deep and far-reaching changes. The Outward Mindset presents compelling true stories to illustrate the gaps that individuals and organizations typically experience between their actual inward mindsets and their needed outward mindsets. And it provides simple yet profound guidance and tools to help bridge this mindset gap. In the long run, changing negative behavior without changing one’s mindset doesn’t last—the old behaviors always reassert themselves. But changing the mindset that causes the behavior changes everything.

Link: Arbinger Institute
Link: Webinar by Arbinger Founding and Managing Partner - Jim Ferrell

**Essential Leadership**

CAMERON Esther; GREEN Mike; Kogan Page; 2017

Essential Leadership is a practical, accessible book that tackles theory and practice in an integrated and stimulating way. You are encouraged to engage with a wide range of leadership theories and frameworks as well as rate your own leadership skills and qualities, make realistic self-development plans and start to experiment with new or different approaches. Rather than offering one best way forward or becoming overly theoretical, this book is a pragmatic resource for new and experienced
leaders looking to navigate the leadership literature and start to fully realize their own leadership potential. Supported by exercises, practical examples, rigorous self-assessments, advice and suggestions, Essential Leadership offers an important guide for those currently working, or planning to work, in a 21st century business environment with all its complexity and uncertainty. It provides an over-arching framework of five essential leadership qualities that can be refined and combined as leaders grow, allowing them to be particularly responsive to the business context. The book allows readers to discover and develop their own leadership qualities, and master them through understanding, experimentation, feedback and reflection. Cutting-edge research into Millennial Leadership is also included, as are sections on developing your leadership maturity throughout life, and how leadership culture forms and changes.

Link: Author's website

Link: Video - Mike Green talks about the top essential leadership qualities needed for success

**Primal leadership. Unleashing the power of emotional intelligence**
This is the book, first published in 2002, that established emotional intelligence in the business lexicon and made it a necessary skill for leaders. Managers and professionals across the globe have embraced "Primal Leadership," affirming the importance of emotionally intelligent leadership. Its influence has also reached well beyond the business world: the book and its ideas are now used routinely in universities, business and medical schools, and professional training programs, and by a growing legion of professional coaches. This refreshed edition, with a new preface by the authors, vividly illustrates the power and the necessity of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex.

Link: Author's website

**Leading Professionals: Power, Politics and Prima Donnas**
EMPSON Laura; OUP 2017
Empson’s book, Leading Professionals: Power, Politics, and Prima Donnas (OUP) is based on more than 20 years of academic research into professional firms. Starting with a section on Foundations of Leadership, it discusses Leadership and Individuals as well as Leadership and Organisations, and covers, among other things: How ‘reluctant’ leaders are elected to their positions and the subtle manoeuvring they have to engage in just to stay there – much less achieve anything; What power means in a professional organisation, and how the people with the most important-sounding job titles are not necessarily the ones in charge; The ‘insecure overachievers’ who are attracted to working in elite firms, and why they succumb to a culture of over-work and competition that, taken to extremes, can lead to unethical behaviour, represented by a series of recent high profile scandals; The central role of politics in professional firms, why professionals claim they despise political behaviour, and why they don’t recognise their most successful political operators for what they are; The ways that professional firms turn conventional models of organisational behaviour on their heads, meaning that leadership is about trying to reconcile one paradox after another – between clarity and ambiguity, autonomy and control, action and passivity, etc.

Link: Author’s website

Link: How to lead your fellow rainmakers - HBR article Mar-Apr 2019

**Myths of Management: What People Get Wrong About Being the Boss**
STERN Stefan, COOPER Cary L; Kogan Page; 2017
The world of management is blighted by fads, fiction and falsehoods. In Myths of Management, Cary Cooper and Stefan Stern take you on an entertaining journey through the most famous myths surrounding the much written about topic of management. They debunk false assumptions, inject truth into over-simplifications and tackle damaging habits head-on. Fascinating insights from psychology, leadership theory and organizational behaviour provide you with a compelling and practical guide to avoid falling into the trap of cliché, misinformation and prejudice. This engaging read offers you authentic insights into the reality of work, drawn from extensive research and real-world business examples.
Reframing Organizations: Artistry, Choice, and Leadership 6th Edition
Bolman, Lee G.; Deal, Terrence E.; Jossey-Bass; 2017
Reframing Organizations provides time-tested guidance for more effective organizational leadership. Rooted in decades of social science research across multiple disciplines, Bolman and Deal’s four-frame model has continued to evolve since its conception over 25 years ago; this new sixth edition has been updated to include coverage of cross-sector collaboration, generational differences, virtual environments, globalization, sustainability, and communication across cultures. The Instructor’s guide has been expanded to provide additional tools for the classroom, including chapter summary tip sheets, mini-assessments, Bolman & Deal podcasts, and more. These recent revisions reflect the intersection of reader recommendations and the current leadership environment, resulting in a renewed practicality and even greater alignment with everyday application. Combining the latest research from organizational theory, organizational behavior, psychology, sociology, political science and more, the model detailed here provides real guidance for real leaders.

Leadership from the Inside Out : Becoming a leader for life
CASHMAN, Kevin; Berrett-Koehler; 2017
Kevin Cashman’s classic (180,000 copies sold in all editions) pioneered a holistic approach to leadership development: grow the whole person to grow the whole leader. This long-awaited third edition turns leadership development inside out for a new generation of authentic, purpose-inspired leaders. Balancing timeless principles with emerging research, this new edition offers: Two new chapters: “Story Mastery” and “Coaching Mastery”; New case studies, stories, and exercises in every chapter; New validating research from the frontiers of leadership, neuroscience, psychology, and human potential; An even more powerful and transformative development experience. Now framed in eight profound and pragmatic “mastery areas,” this book serves as an integrated growth experience that helps leaders understand how to harness their authentic, value-creating influence and elevate their impact. Cashman demonstrates that his trademark “grow the whole person to grow the whole leader” approach, focusing on purpose-driven leadership, is even more relevant in today’s hypercomplex world. For everyone from CEOs to emerging leaders, this new edition of a proven classic advances the art and science of leadership.

A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership 3rd Revised edition
JACKSON, Brad; PARRY, Ken; Sage Publications Ltd; 2018
An engaging guide through the cacophony of competing perspectives and models of leadership, the new edition includes an expanded discussion of contemporary topics like followership, gender, ethics, authenticity, and leadership and the arts, set against the backdrop of the global financial crisis. Introduces a new "Six lenses of leadership" structure which critically investigates leadership as Person, Position, Performance, Process, Place and Purpose. An updated list of 38 film-based leadership examples is also included. Conceived by Chris Grey as an antidote to conventional textbooks, each book in the ‘Very Short, Fairly Interesting and Reasonably Cheap' series takes a core area of the curriculum and turns it on its head by providing a critical and sophisticated overview of the key issues and debates in an informal, conversational and often humorous way. Suitable for students of leadership, professionals working in organizations and anyone curious about the workings of leadership.

The Mind of the Leader: How to Lead Yourself, Your People, and Your Organization for Extraordinary Results
CARTER, Jacqueline; HOUGAARD, Rasmus; Harvard Business Review Press; 2018
Most leaders think they're effective at motivating their employees, but study after study shows that employees are more disengaged and uninspired than ever. The solution lies not in more management training or fun off-sites but in looking within - into the mind of the leader. Based on their years-long research and practice, Rasmus Hougaard and Jacqueline Carter, of the Potential Project, have conclusively found that three qualities stand out as being foundational for leaders today: mindfulness, selflessness, and compassion—what they call the MSC Leadership Mind, the ideal mind of the leader. Mindfulness addresses the distractedness that kills our focus, stunts our productivity, and makes us action-addicted multitaskers. Selflessness addresses the general lack of fulfillment in work life by helping us--and the people we lead--find true happiness and meaning. And compassion addresses today's social disintegration by enhancing true human connections, followership, and engagement. An app that supports the book “The Mind of the Leader” by Harvard Business Review. The app is free to download and available to everyone - follow the link.

Kindness in Leadership
HASKINS,G; THOMAS, Michael; LALIT,J; Routledge; 2018
In a global climate of increasing complexity and uncertainty, there have been calls for a more responsible form of leadership in business and society. The relationship between kindness and leadership is therefore a topic of fundamental importance for our well-being as individuals, for the success of our organisations, and for the future of our global community. Kindness in Leadership is one of the first books to explore both the concept and practice of kindness in leadership and consider them in different societal and organisational settings. Its uniqueness lies in combining an innovative mix of personal views from leaders with explorations of organisational philosophies and practices. It opens with a definition of kindness and its contours and underpinnings. It then explores the importance of kindness within different organisations, parts of the world, economic strata, age groups and genders, drawing on research on organisational compassion and neuroscience. In order to support learning, each chapter is supported by a series of questions for consideration and discussion. This will be a stimulating and thought-provoking read for a wide audience of practicing managers and leaders in organisations of all shapes and sizes, for academics involved in educating for leadership, and for students aspiring to develop their own kind and compassionate leadership style.

Leadership and Self-Deception: Getting out of the box
ARBINGER INSTITUTE; Berrett-Koehler Publishers; 2018
Since its original publication in 2000, Leadership and Self-Deception has become an international word-of-mouth phenomenon. The book’s central insight – that the key to leadership lies not in what we do but in who we are – has proven to have powerful implications not only for organizational leadership but in readers’ personal lives as well. Leadership and Self-Deception uses an entertaining story everyone can relate to about a man facing challenges at work and at home to expose the fascinating ways that we blind ourselves to our true motivations and unwittingly sabotage the effectiveness of our own efforts to achieve happiness and increase happiness. We trap ourselves in a “box” of endless self-justification. Most importantly, the book shows us the way out. Readers will discover what millions already have learned – how to consistently tap into and act on their innate sense of what’s right, dramatically improving all of their relationships.

The Leadership Lab: Understanding Leadership in the 21st Century
LEWIS Chris, MALMGREN Pippa; Routledge; 2018
How can today's business leaders keep up with seismic geopolitical and economic shifts that include Brexit, inflation and the unseating of traditional political powers, and what do these mean for their own leadership narratives? In The Leadership Lab, bestselling author Chris Lewis and superstar megatrends analyst Dr Pippa Malmgren help you lead your team through this change successfully.
Covering everything from how to build a new type of leadership trust when other spheres of public power have been overturned, to robots overtaking companies and worldwide indebtedness affecting business, this book explains not only why the old rules no longer apply, but also how to blaze a trail in this new world order and be the best leader you can be. The Leadership Lab includes exclusive interviews with top executives grappling with the new world order and discusses what key global trends keep them awake at night and how they respond to them. It is a must-read for aspiring leaders and C-level executives seeking to develop a real intuition when it comes to dealing with the global currents disrupting business and how to build an empathetic, credible, stable and strong leadership path.

Winner Business Book Awards 2019 - Business Book of the Year

Link:  Author's website

**Leadership team coaching in practice: case studies on developing high-performing teams**

2nd edition

HAWKINS Peter; Kogan Page; 2018

Organizations are increasingly complex, requiring flexibility to implement significant, rapid change that goes beyond the ability of an individual leader or CEO. A high-performing and cohesive leadership team is critical for success. Leadership Team Coaching in Practice presents enlightening case studies on how leadership team coaching techniques have been applied internationally across a variety of team types and industries, including professional services, pharmaceuticals, airlines, healthcare and finance. With expert contributions from chief executives, team coaches, team leaders and consultants, this practical guide illustrates best practice tailored to the needs of each organization. This fully updated 2nd edition of Leadership Team Coaching in Practice includes new case studies and addresses hot topics in systemic leadership coaching theory. Answering questions such as how do you get the most from working across multiple teams? how should inter-team coaching be approached? and how do you coach millennials and tech start-ups? it helps foster collective transformational leadership, whatever the business sector and type of team. Ideal for executive coaches, organizational development consultants (OD), HR leaders and aspiring managers, it shows how to develop leadership teams that can implement strategic change effectively and sustain competitive advantage.

Link: Renewal Associates Books

**Building Resilience with Appreciative Inquiry: A Leadership Journey through Hope, Despair, and Forgiveness**

McARTHUR-BLAIR Joan, COCKELL Jeanie; Berrett-Koehler Publishers; 2018

As a leader, you have work that is complex, full of ups and downs. Your ability to be resilient—to pick yourself up after setbacks and keep on going no matter the challenges—is critical not only to successful leadership but also to fostering teams, generating collaboration, and igniting your organization. In this breakthrough book, veteran consultants Joan McArthur-Blair and Jeanie Cockell show that Appreciative Inquiry can be an invaluable tool to build that resilience. Appreciative Inquiry is a time-tested, highly effective, and widely used change method that emphasizes identifying what’s working well in a system and building on those strengths. Originating in the 1980s, it’s been responsible for dramatic results in every conceivable type of organization. Using the authors' Appreciative Resilience model, leaders can use AI to increase their ability to weather the storms they’ll inevitably face and come out stronger. A profoundly practical guide, this book features first-person accounts from leaders in all kinds of settings and situations describing how they’ve used AI concepts to increase their resilience, as well as a detailed description of the exercises and practices the authors use in their Appreciative Resilience Workshop. McArthur-Blair and Cockell believe that the core of resilience is the interplay among despair, hope, and forgiveness. Every leader experiences despair in those moments when there is no clear path forward. Maintaining hope that a better future is possible enables leaders to keep going. And forgiveness, of one’s own shortcomings and those of others, helps leaders move from despair to hope. AI’s focus on the best of what is and using that to generate the future makes it a particularly powerful aid and ally on this journey.

Link: Publisher's overview of the book
Leadership: a critical text 3rd edition
WESTERN Simon; Sage; 2019
In this original text, Simon Western deconstructs and reconstructs leadership to challenge the popular notion of the individual or hero leader, instead using his own framework to present leadership as a distributed process. New to the third edition: A new chapter on leadership symptoms that offers a novel approach to researching and conceptualizing leadership. An expanded chapter on “Leadership and Diversity” with Pooja Sachdev. Updated material on “The Eco-Leadership Discourse”, with the chapter now differentiating between ethical eco-leadership and commercial eco-leaders (e.g Facebook, Google, Amazon). Analysis of contemporary leadership trends, including leadership in the gig economy, algorithmic management, and the rise in messiah and authoritarian leadership in populist parties. Updated case studies with references to current politicians and organizations.
Link: Publisher’s overview of the book
Link: Author’s website

Nine Lies about Work: A Freethinking Leader’s Guide to the Real World
BUCKINGHAM Marcus, GOODALL Ashley; Harvard Business School Press, 2019
Your organization’s culture is the key to its success. Strategic planning is essential. People’s competencies should be measured and their weaknesses shored up. People crave feedback. These may sound like basic truths of our work lives today. But actually, they’re lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies—distortions, faulty assumptions, wrong thinking—running through our organizational lives. Nine lies, to be exact. They cause dysfunction and frustration and ultimately result in a strange feeling of unreality that pervades our workplaces. But there are those who can get past the lies and discover what’s real. These are freethinking leaders who recognize the power and beauty of our individual uniqueness, who know that emergent patterns are more valuable than received wisdom, and that evidence is more powerful than dogma. With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company’s culture, that matters most; that we need less focus on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people’s goals we should strive to align people’s sense of purpose and meaning; that people don’t want constant feedback, they want helpful attention. This is the real world of work. If you embrace each person’s uniqueness and see this as key for all healthy organizations; if you reject dogma and engage with the real world; if you seek out emergent patterns and put your faith in evidence, not philosophy; if you thrill to the power of teams—if you do all of these, then you are a freethinking leader, and this book is for you.
Link: Author’s website
Link: HBR Article - The Feedback Fallacy
Link: Guardian Article - Why Feedback is Never Worthwhile
Link: Summary of the book by The People Space

Unlocking Leadership Mindtraps: how to thrive in complexity
BERGER Jennifer Garvey; Stanford University Press; 2019
Author and consultant Jennifer Garvey Berger hears a version of the same plea from every client in nearly every sector around the world: “I know that complexity and uncertainty are testing my instincts, but I don’t know which to trust. Is there some way to know what to do when I can’t know what’s next?” Her newest work is an answer to this plea. Using her background in adult development, complexity theories, and leadership consultancy, Garvey Berger discerns five pernicious and pervasive “mind traps” to frame the book. These are: the desire for simple stories, our sense that we are right, our desire to get along with others in our group, our fixation with control, and our constant quest to protect and defend our egos. In addition to understanding why these natural impulses steer us wrong in a fast-moving world, leaders will get powerful
questions and approaches that help them escape these patterns.

Link: Author’s website

**What Makes a High Performance Organization : Five Validated Factors of Competitive Advantage That Apply**
De WAAL Andre A, Warden Press; 2019

How can today’s managers concentrate on what really matters to improve the performance of their organization, to reach outstanding goals? The answer is in What Makes an HPO. The five critical factors of the HPO Framework – Management Quality, Openness & Action-Orientation, Long-Term Orientation, Continuous Improvement & Renewal and Employee Quality – will help you turn your organization into an HPO. This book shows you what to concentrate on, how others have done it, and how to achieve it yourself. The HPO Framework is the result of a global five-year research project into the genuine success factors of High Performance Organizations (HPOs). The HPO Center, led by Dr de Waal, discovered what really works on the ground in every type of organization rather than what managers think should, or might have, worked. In his book André de Waal gives many real-life examples from a variety of sectors including Finance, Retail, Industry, ICT, High Education and Government, all illustrating the successful workings of the HPO Framework in organizations worldwide. Also included are many interviews with HPO leaders at Microsoft, AB Miller, Svenska Handelsbanken, HP, Tata Steel, Umpqua Bank, Unilever and KLM Royal Dutch Airlines.

Link: HPO Framework

**Develop Your Leadership Skills : Fast, Effective Ways to Become a Leader People Want to Follow** 4th Edition
ADAIR John; Kogan Page; 2019

Develop Your Leadership Skills is leadership guru John Adair’s most accessible title on leadership. This essential pocket guide will boost your confidence levels, inspire you and guide you on your journey to becoming a leader of excellence. Acknowledged as a world expert, John Adair offers stimulating insights into recognizing and developing individual leadership qualities, acquiring personal authority and, most importantly, mastering core leadership functions such as planning, communicating and motivating. Fully updated for 2019, this 4th edition now features even more practical exercises, useful templates, and top tips to improve or develop your leadership skills, this guide distils the essence of John Adair’s teaching and provides a framework for becoming an effective leader.

Link: Publisher’s overview
Link: Author’s website
Link: Bio of Author by the British Library

**More for Less: The Complex Adaptive Leader** (E-Book)
OBOLENSKY Nick; Routledge; 2018

Most leadership assumptions are based on a deterministic view of the world. If you do X you should get Y, process can be employed for most things, and more complicated problems can be analysed to enable better decisions. Whilst these approaches suit the Simple and the Complicated, they do not work so well for the Complex. The Complex needs a different approach the core of which is to enable the organisation being led to be agile and self-organising. More for Less introduces a new paradigm for leadership, Leadership 4.0. Based on his previous book, Complex Adaptive Leadership, Nick Obolensky has created a simple and step by step approach to Leadership 4.0 whilst challenging and questioning the reader to be more effective and less busy. This book is an essential tool for the busy leader and manager and will appeal to practitioners wishing to improve their leadership effectiveness. It will also appeal to students and researchers in the field of leadership.

Link: E-Book available on Ebscohost
Link: Complex Adaptive Leadership

**Learning to Think Strategically**
SLOAN Julia; Routledge; 2019
Strategic thinking has become a core competency for business leaders globally. Overused and under-defined, the term is often used interchangeably with other strategic management terms. This textbook delineates and defines strategic thinking as an advanced, conceptual cognitive capability, focusing on the nonlinear, divergent, a-rational and informal nature of strategic thinking. This unique and practical text is an original primer of how successful strategists learn to think strategically. In this fourth edition, the author offers an expanded definition of strategic thinking based on critical theory. This book highlights the role of informal learning, underscores the relevance of engaging in the arts, and has global application for those tasked with making strategy in this rapidly changing world. Sloan presents a previously unexamined account of the relationship between strategic thinking and the learning process involved — taking learning from the academic to the everyday. New features include an expanded list of learning methods to develop strategic thinking, a more extensive look at global cultural perspectives of strategic thinking, additional scenarios and case vignettes, and online resources comprising test bank questions and lecture slides.

Links:  [Author's website](#)
Links:  [Publisher's overview](#)

**Journal Special Issue: Behavioural science and practice in leadership development**
This special issue focusses on a promising new avenue for leadership development, which incorporates the application of behavioural science in the development of leadership skills. This new avenue is of particular interest since a better understanding of the relationship between the behavioural sciences, particularly neuroscience, and leadership behaviour could form the basis for equipping executives to have a better grip on dealing with the complexities currently facing them in their dynamic world environment. This special issue follows the successful Ashridge conference entitled “Scientific Advances in Developing Leaders for our Complex Environment”.

Links:  [Leadership & Organization Development Journal – June 2017 Special Issue](#)
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