A Brief Bibliography on Leadership

Leadership in Classic Writing

The Art of War, Sun-Tzu (many editions available)
> Another classic volume, more focused on conflicts and struggle than *The Prince* and a forerunner of game practice for leaders. A very interesting book and still very useful for anyone aspiring to leadership of any kind.

The Prince, Niccolo Machiavelli (many editions available)
> The classic book of advice written for a new leader in Renaissance Italy—often misunderstood as being cynical or cruel but a very realistic and still useful text on ruling and being a leader.

Leadership in Modern Writing

Argyrus, C. (2010). *Organization traps: Leadership, culture and design.* Oxford, England: Oxford University Press.
> Argyrus is a very interesting management theorist and one of the first thinkers to study organization learning and how it works. He was quite critical of many current management practices and this volume is a good example of the faults he found in the subjects listed in the title.

Barnard, C. (1971, 1937). *The functions of the executive.* Cambridge, MA: Harvard University Press.
> Barnard was a senior executive in the telecommunications industry and wrote this book in the 1930s. It was an instant classic and one of the very first non-military books to specify the duties of executives and leaders in terms of culture, leadership, and the overall health of the organization. Still very much worth reading.

Bennis, W. (2009). *On becoming a leader.* New York, NY: Basic Books. Bennis, W. (2010). *Learning to lead.* New York, NY: Basic Books.
> Warren Bennis was a very well-known and influential management educator whose major focus is on leadership. These two books, though somewhat repetitious, contain the essence of his messages, and are, perhaps, the best volumes to read on leadership in the modern era. Bennis was one of the first leadership thinkers to incorporate many of the findings of modern social science and the humanities, and these multidisciplinary works contains his synthesized thinking as it applies to leadership in any industry or function.

Czikszentmihaly, M. (1990). *Flow: The psychology of optimal performance.* New York, NY: Harper Perennial.
> The importance of optimal performance, learning, and developing capability is explained in this original work.

Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know.* Brighton, MA: Harvard Business Review Press.

> There have been many books written about knowledge management, and this one is still the best for understanding how knowledge impacts organizations. It is also very strong at offering practical steps for how organizations can generate, codify, and transfer knowledge.

Drucker, P. (1967). *The effective executive.* New York, NY: Harper Collins.

> Drucker is perhaps the most influential general management theorist in modern times and anything he writes is worth reading. This volume is more strictly focused then his more general books on leadership and its roles, responsibilities and key tasks in the changing world. Very clearly written and through.

Goleman, D. (1998). What makes a leader? *Harvard Business Review.*

> Goleman is the writer that made us all aware of the profound importance of emotional intelligence.

Kotter, J. (1990, 2001). What leaders really do. *Harvard Business Review.*

> A classic article on leadership that promoted the notion that managers and leaders do different things.

Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations.* New York, NY: Wiley.

> For those who are seeking a model for leadership, this is a good place to start. The leadership model is one of the most researched and constantly updated to reflect the importance of the work.

Laufer, A., Post, T., & Hoffman, E. J. (2004). *Shared voyage: Learning and unlearning from remarkable projects.* (NASA History Series). Washington, D.C.: National Aeronautics and Space Administration.

> A book that shares vignettes of the emergence of four projects—two NASA, two Defense industry. The book provides firsthand accounts of the realities and challenges of leading a complex project. The book also demonstrates the power of storytelling to convey lessons. The foreword by Ronald Heifetz is a nice bonus.

Heifetz, R. A., & Sinder, R. (1998). Leadership without easy answers. Cambridge, MA: Harvard University Press.

> An important book that separated leadership challenges into technical routine problems, and complex adaptive challenges. This recognizes that leadership is a lot more challenging than simple lists. In many ways, it anticipates the modern age of entrepreneurship, complexity, and accelerated change.

Maslow, A. (1998). *Maslow on management.* New York, NY: John Wiley.

> Maslow was a very influential social psychologist in the 1950s and 60s, who is best known for his stages of human development. However, he also used his insights and applied them to management and particularly leadership in organizations.

McGregor Burns, J. (2010). *Leadership.* New York, NY: Harper. McGregor Burns, J. (1985). *Power to lead.* New York, NY: Touchstone Books.
> Burns is an historian and political scientist and his work is attuned to leadership in social and political settings. His thoughts and insights are very valuable to anyone aspiring to leadership, and his focus on power and leadership is both realistic and less likely to be found in purely management texts. He is the leading proponent of "transformative leadership."

Prusak, L., & Cohen, D. (2001). *In good company: How social capital makes organizations work.* Brighton, MA: Harvard Business School Press.
> It's all about people. This book demonstrates that point, explains why, and what to do.

Schein, E. (2003). On dialogue, culture, and organizational learning. *Reflections, 4*(4), 27–38.
> Edgar Schein changed the way we look at organizations when he introduced us to the pervasive and challenging concept of organizational culture.

Leadership in Contemporary Writing

Grint, K. (2010). *Leadership: A very short introduction.* Oxford, England: Oxford University Press.
> A short yet reasonably comprehensive overview of modern theories and practices of leadership in all spheres of human activities. Grint also has edited, for Oxford University Press, a valuable anthology of major articles and chapters on leadership entitled *Leadership: Classic, Contemporary and Critical Perspectives*, also published by Oxford.

Laufer, A., Hoffman, E. J., Russell, J. S., & Cameron, W. S. (Spring 2015). What successful project managers do. *MIT Sloan Management Review.*
> An article that makes the case for agility, adaptiveness, and trust as part of every successful project manager's approach.

Nohria, N., & Khurana, R. (2010). *Handbook of leadership theory and practice.* Brighton, MA: Harvard Business Review Press.
> This edited volume is based on a conference at Harvard held to advance the study of leadership as a formal discipline. The two editors are prominent Harvard deans and their choices of authors for inclusion here are very well-considered. The book is multidisciplinary and is the most comprehensive scholarly overview of leadership available.

Nohria, N., Snook, S., & Khurana, R. (2011). *The handbook of teaching leadership: Knowing, being, doing.* Thousand Oaks, CA: Sage Publications.
> This volume is similar to the one above but it focuses exclusively on how to educate managers for leadership positions. It is also an edited volume and is by far the most inclusive and comprehensive selection of pieces on this subject.

Rost, J. (1993). *Leadership for the twentieth century.* New York, NY: Praeger.

A critical study of how leadership has been studied for the past several decades, and the author finds many of these theories wanting. He was one of the first to separate leadership from management as tasks, as well as showing how past leadership studies were more suited to an industrial economy that is now rapidly becoming outmoded.

Rhode, D. (2016). *Women and leadership.* Oxford, England: Oxford University Press.
    An up-to-date and well-researched volume focusing on the lack of leadership representation of women, its causes, and ways to rectify it. The volume covers the areas management as well as law, academia, and government service.

Turco, C. J. (2016). *The conversational firm: Rethinking bureaucracy in the age of social media.* (The Middle Range Series). New York, NY: Columbia University Press.
    A thought-provoking read on how, in the modern age, it is all about conversations and promoting encounters of dialogue.