

THE LEADERSHIP COMPASS TOP FIVE BOOK PICKS



The Oz Principle: Getting Results Through Individual and Organizational Accountability

Roger Connors, Tom Smith, and Craig R. Hickman
ISBN: 1-59184-024-4 Reviewed by: Laurie Hillis

What do Dorothy, Scarecrow, the Lion, and the Tin Woodsman have to do with leadership? Surprisingly, quite a lot in their communal journey to Oz. A primary insight in the book examines our typical fear-based, negative definition of accountability – one which intimates justification, blame, and confession. In a positive reframe, the authors suggest a definition of accountability as a "... personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results..."

Focused on developing a culture of personal and corporate accountability, the authors represent *The Oz Principle* based on an "Above the Line and Below the Line" accountability model. The "line" in the centre of the model represents a metaphor for behaviour – above the line is accountability, commitment, and responsibility; below the line is victim behaviour complete with excuses, confusion, and an attitude of helplessness.

The Oz Principle is a fascinating read. Originally published ten years ago, the revised issue is packed with a decade of perceptive stories and practical ideas to help leaders and their organizations create a culture of accountability. The authors offer guidelines on what they suggest are some of today's top ten most threatening unresolved organizational issues as they relate to accountability, such as: poor communication, people development, empowerment, work and personal life imbalance, and "programitis."

The next time you hear "that's the way we've always done it," "I'm waiting for approval," "I thought I told you," or "I told someone else to take care of this," pick up a copy of *Oz* and take the lifelong journey to find the Wizard.

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The Leader’s Brain:

How Are You Using the Other 95%

Dr. Bastiaan Heemsbergen

ISBN: 1-4120-3027-7 Reviewed by: Chris Hughes

In his most recent book, Dr. Bastiaan Heemsbergen challenges the common belief that “you can’t teach an old dog new tricks.” Using the latest in neuroscience research, Heemsbergen looks at the leader’s brain in a new way. He helps the reader to understand the way we think and explores the obstacles that get in our way when we try to comprehend an ever changing world. The latest research shows that the brain can rewire itself through the process of learning, a concept called neuroplasticity. The lesson here is that we need to “use it or lose it.”

Dr. Heemsbergen has the gift of providing real life examples to support the most recent brain research, making it accessible to the lay person. This, combined with suggested practice exercises, allows the reader to develop new skills as they read along. Many of the new ways of assessing the world around us borrow ideas from artistic practice, whether from music, painting, writing, or ceramics.

Most of what we know about the brain has been learned over the past ten years. Given this vast body of new research we can now use this information to help develop ourselves to become better equipped leaders for the future.

Creating the Well-Living Workplace:

139 Insights for Your Journey in Organizations

Stephen Hobbs, Ed.D

ISBN: 0-9735329-0-4 Reviewed by: Andre N. Mamprin

Within business organizations today, owners, executives, supervisors, and managers are asking more and more of their people. Conversely, employees are seeking a work environment in which there is a balance among people,

productivity, and fair exchange. Hobbs, a seasoned organizational consultant and researcher, offers a thoughtful, elegant, and provocative look at what he describes as “the Well-Living Workplace™.”

The author defines the characteristics of a Well-Living Workplace™ in plain language, and draws the reader into an interesting assessment of their respective workplace cultures. Hobbs offers 139 easy-to-grasp statements on workplace learning such as, “The Well-Living Workplace™ involves nurturing young people to grow their knowledge, attitude, and practice. Complimentarily, it involves nurturing older people to share their knowledge, attitude, and practice.” Several questions also prompt assessment and reflection by linking directly to the reader’s experience.

This is a useful and practical book on how to create a Well-Living Workplace™. Easy to understand, and highly interactive, Hobbs offers an approachable look into the world of creating or shifting an organization’s culture.

Leadership Presence – Dramatic Techniques to Reach Out, Motivate, and Inspire

Belle Linda Halpern, Kathy Lubar

ISBN 1-592-400017-5 Reviewed by: Colin Funk

In our role as leaders there inevitably comes a time when we must take to the stage – our personal moment to shine. But what makes some individuals glow and radiate – garnering the utmost in respect and commitment from his or her followers – while others remain in the shadows? The difference may be in our ability to cultivate personal presence, or what co-founders of the Ariel Group call “Leadership Presence.”

In their first published book, authors Belle Linda Halpern and Kathy Lubar define Leadership Presence as “the ability to connect authentically with the thoughts and feelings of

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others, in order to motivate and inspire them toward a desired outcome." Over 280 pages the authors explore and reveal for us what leaders can learn from the world of theatre, in particular the actor's craft.

This is not the first time that the techniques of the actor have been used to demonstrate leadership lessons. In fact, in the past 10 years a number of books have connected artistic process and metaphors with leadership and management practice. What sets this book apart from many others is the fact that it moves well beyond a compelling metaphor into simple and very practical approaches to leader development. The authors do a masterful job of making the leadership links to the core content of the book, which will serve well to convince even the most skeptical business leader that this approach is not just novel, but necessary. And no wonder. Besides being accomplished professional performers, both Halpern and Lubar have worked with over 30,000 executives as consultants and coaches through their work with the Ariel Group. It is rare to find such expert knowledge in two very different domains.

The heart of the book is structured around the Ariel Presence model (PRES) – Being Present, Reaching Out, Expressiveness, and Self-knowing. The narrative has a wonderful storytelling feel – weaving together anecdotes and inspiring quotes from Ariel clients and workshop participants along with experts in the world of leadership, business, stage, and screen. At the conclusion of each chapter there is a rehearsal plan of sorts – techniques for actualizing many of the key concepts and ideas. You won't find lists of ice breakers, improv, or theatre games here. What you will find is a collection of well-thought-out exercises and approaches to cultivating core leadership qualities and characteristics.

***Integrative Leadership:
Building a Foundation for Personal, Interpersonal
and Organizational Success***

Richard J. Hatala and Lillas M. Hatala

ISBN: 0-9735351-0-5

Reviewed by: J. Brian Woodward, Ph.D.

This book is a work of ambitious scope and promise. The authors have created a dramatic new synthesis of ideas that promises a fresh, unique, and creative perspective. They have done so by forging a new alloy of ancient and modern ideas, applying them to the phenomenon of leadership. This new work has the potential to shift the entire discussion of leadership.

The authors define Integrative Leadership as "harmoniously and simultaneously walking the path of the mystic (inner journey) and the path of conventional leadership (outer journey)." The book begins to articulate this path by illuminating the inner spiritual journey of the leader as it entwines with the day-to-day demands placed on them. The eyes of the mystic are used to penetrate the meaning, the dynamics, and the consequences of daily demands, circumstances, and decisions faced by all leaders.

The first half of the book outlines the key ideas of Integrative Leadership: evolution and involution, separation and integration, four domains of intelligence, the three levels of awareness. Many of these ideas are drawn from ancient wisdoms and integrated through real world examples. The last half of the book outlines the process of becoming an integrative leader. Here the authors outline the importance of the life journey, stages of maturity and integration, and the undeniable importance of 'truth.' The authors describe eight universal laws and twelve integrative, transformative, and transcendent practices for integrative leaders. ■