



Academic Leadership in Challenging Times: Suggested Further Reading

This is not your typical program about life in universities, so these are not the typical recommendations you're likely to find elsewhere. Give them a try. All are readily available, most in paperback.

Negotiation and Persuasion

W. Ury, *Getting Past No: Negotiating Your Way from Confrontation to Cooperation* (Bantam, 1993). Accessible and useful. This book is well worth revisiting from time to time for a mental tune-up about how to approach conflict and negotiation.

R. Shell, *Bargaining for Advantage: Negotiation Strategies for Reasonable People* (Penguins, 2006). An accessible, helpful book on the fundamentals of negotiation, organized first around habits of thought and preparation and then around strategies.

12 Angry Men (1957 movie). This extraordinary movie is a masterly example of effective persuasion in action. Watch it to learn what circumstances help people change their minds in group situations. While it's culturally out of date (all white men, for example, and they're smoking), it has much to offer.

Conflict and Dealing with Difficult People

R. Sutton, *The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't*. (Warner Books, 2010). This is a fast, easy read with powerful concepts and ideas. The "TCA" (total cost of ...) is a valuable concept as well. I've used this as a text in leadership classes. Read it!

D. Stone, B Patton, S Heen, *Difficult Conversations: How to Discuss What Matters Most* (Penguin Putnam, 2000). I recommend this book more often than any other. It is equally applicable to personal and professional interactions.

K. Patterson, J. Grenny, R. McMillan, A. Switzer, *Crucial Conversations: Tools for Talking When Stakes are High* (McGraw-Hill, 2011) I know people who find this easier to read and adopt than they do *Difficult Conversations*. Many of the same useful concepts.

W. Ury, J. Brett, S Goldberg. *Getting Disputes Resolved* (Jossey-Bass, 1988). Presents the "interests, rights, and power" model, which is worth incorporating into your working life.

D. Ariely, *The (Honest) Truth About Dishonesty: How We Lie to Everyone—Especially Ourselves* (Harper, 2012). This is an important book containing information that is valuable for all leaders to understand and consider.

Influencing People

R. Cialdini, *Influence: Science and Practice* (Collins, 1998). A great primer on what social psychology has revealed about influencing people, for those outside the field.

C. Dweck, *Mindset: The New Psychology of Success* (Random House, 2006). Dweck's research on motivation is useful for anyone who supervises or teaches others.

T. Gilovich, *How We Know What Isn't So: The Fallibility of Human Reason in Every Day Life* (Free Press, 1993). Especially valuable in the context of university life, where we all like to think we're basing our actions on reason.



C. Duhigg, *The Power of Habit: Why We Do What We Do in Life and Business* (Random House, 2012). You count among those you wish to influence, right? It will help you transform your habits and get you thinking a little differently about your leadership.

Leadership and Management in General

D. Stone, S. Heen, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well* (Viking, 2014). This primer for receiving feedback should be read by everyone—and it includes great personal scripts, too.

W. Oncken and D. Wass, “Management Time: Who’s Got the Monkey?” *Harvard Business Review*, November 1999. A classic article. Only six pages long, it has valuable concepts about problem-solving, delegation, and “being the boss.”

R. Cross, W. Baker and A. Parker, “What Creates Energy in Organizations? MIT Sloan Management Review, Summer 2003. Understanding the difference between energizers and de-energizers is helpful in many settings. Surround yourself with energizers.

S. Kerr, “On the folly of rewarding A, while hoping for B” *Academy of Management Executive*, 1995 Vol. 9 No. 1. This is a classic article, and the concept explains so much of what goes wrong in our reward and incentive systems—locally and writ large. It’s short and very clearly written. It’s worth finding in your library, or paying the fee to own.

M. Bazerman, *Blind Spots: Why we Fail to do What’s Right and What to Do About It* (Princeton Press, 2012). If you are interested in an accessible, well-written book with important insights about our world view, this is for you. Pay attention to the research misconduct case. Bazerman also wrote a book incorporating some of the same insights more directly into leadership concepts, *The Power of Noticing*.

A. Faber and E. Mazlish, *How to Talk So Kids Will Listen, and Listen So Kids Will Talk* (Avon 1980). One of my favorite parenting books. Topics like sibling rivalry turn out to be highly relevant to life in university departments.

C. Cherry, *Parents, Please Don’t Sit on Your Kids: A Parent’s Guide to Non-Punitive Discipline* (Fearon Teaching Aids, 1996). A clear and helpful explanation of non-punitive discipline. The mind-set is exactly what all the negotiation books are trying to teach.

D. N. T. Perkins, M. Holtman, J. Murphy, *Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton’s Antarctic Expedition* (Amacom, 2000). In December 2014, Ernest Shackleton and a crew began a trip that was to be an overland crossing of Antarctica. On day 327, their ship *Endurance* was trapped and then crushed in ice; food was scarce, patience wore thin, mutiny was a possibility. On day 491, Shackleton and crew used lifeboats to attempt to sail to safety. After additional disasters, the entire crew was rescued in August 1916; not a single life was lost. The authors have created “Ten Strategies for Leading at ‘The Edge’” based on the extraordinary leadership of Shackleton. Useful reading for anyone interested in managing a group of individuals.

C. K. Gunsalus, *The College Administrator’s Survival Guide* (Harvard University Press, 2006). Filled with good wit and humor and presented in a conversational tone, this is an excellent resource for anyone trying to navigate the unique challenges of administration in an academic environment.

Change Management

C. Heath, D. Heath, *Switch: How to Change Things when Change is Hard*. (Broadway Books, 2010). If you are undertaking a change initiative, this book will provide some great conceptual background and ideas. Look for the bright spots, and try to expand them.