

Leadership & Leadership Formation
3 credits
Prerequisite(s): NA

Class Information		Instructor Information		First day of classes:	August 17, 2016
Days:	August 17, 2016 to October 15, 2016	Instructor:	Terry C Young, PhD	Last day to add/drop, or change to audit:	August 26, 2016
Time:	ON LINE	Email:	teyoung@ambrose.edu	Last day to request revised exam:	NA
Room:	ON LINE	Phone:	403-410-2000 Ext 7900	Last day to withdraw from course:	September 30, 2016
Lab/Tutorial:	NA	Office:	L2079	Last day to apply for time extension for coursework:	One month before final due date
FINAL EXAM: A final concept exam will be sent to each student after the final Go To Meeting Session		Office Hrs:	By Appointment	Last day of classes:	October 15, 2017

Textbooks:

Barton, Ruth Haley (20087). Strengthening the soul of your leadership: Seeking God In The Crucible of Leadership. Downers Grove, IL: Inter Varsity Press.

Helfetz, R., Grashow, A. & Linsky, M. (2009). The Practice of Adaptive Leadership. Boston: Harvard Business Press.

Lowney, C. (2004). Heroic Leadership: Best practice from a 450 year old company that changed the world. Chicago: Loyola Press.

Course Description:

An exploration of the identity, responsibility, and character of leaders so as to develop skills in defining current reality, pursuing a preferred future, navigating through strategic process, and exercising courage and wisdom in leading change. These dimensions of leadership will be placed around the core issue of character and heart development as a leader – how to lead in a healthy, sustainable, and integral manner. The subjects of personal leadership development and how to develop leaders using equipping and multiplication strategies will also be explored.

Expected Learning Outcomes:

Cultivating a heart after God by:

- Shaping a heart posture of leadership that is marked by clarity, calmness, and confidence. What does it mean to strengthen the soul of your leadership?
- Deepening awareness and understanding of how we grow and develop as leaders over a lifetime – principles and practices of leadership formation and training – What does it mean to practice faithful and heroic leadership?

Fostering vocational clarity and effectiveness by developing:

- An understanding of leadership theories, fields, and dominant movements
- A particular point of view towards leadership that includes – defining current reality / clarifying preferred future/ shaping strategic process / facing the challenge of change and the courage to make the journey

Nurturing theological depth and breadth by:

- Exploring with co-learners several case studies on leadership from the sacred text of scripture
- Shaping a point of view on leadership informed by the sacred text of scripture

Inspiring redemptive engagement by

- An appreciation for the head, hands, and heart essentials for personal leadership development with the added dimensions of arms (connection making) and eyes and ears (sense-making)
- Developing a higher degree of literacy for organizational change – change management, change resistance, and change wisdom

Course Schedule:

TPAL Text = The Practice of Adaptive Leadership

ON LINE Session - Wednesday - August 17th – 6pm MST - Welcome to the World of Adaptive Leadership

Aug 22-26 - Week One – Navigating the Maze of Leadership & Navigating Current Reality

Read, reflect and provide your Considered Response on TPAL Text (pp. 5-46)

Aug 29-Sept 3 - Week Two – Navigating Current Reality

Read, reflect and provide your Considered Response on TPAL Text (pp. 47-87)

ON LINE Session - Wednesday, Sept 7th – 6pm MST – What is the real work of Leadership?

Sept 6-10 - Week Three – Picturing A Preferred Future

Read, reflect and provide your Considered Response on TPAL Text (pp. 231-262)

Sept 12 -17 - Week Four – Taking Strategic Action

Read, reflect and provide your Considered Response on TPAL Text (pp. 109-148)

Sept 19 – 24 - Week Five – Courage & Change

Read, reflect and provide your Considered Response on TPAL Text (pp. 150-176)

Sept 26 – Oct 1 - Week Six – Courage & Change

Read, reflect and provide your Considered Response on TPAL Text (pp. 89-108)

ON LINE Session – Monday, Oct 3rd – 6pm MST – How can we survive and thrive in the midst of leading adaptively?

Oct 3 – 8 - Week Seven – Self In The Midst

Read, reflect and provide your Considered Response on TPAL Text (pp. 177-230)

Oct 11– 14 - Week Eight – Self In The Midst

Read, reflect and provide your Considered Response on TPAL Text (pp. 263-297)

ON LINE Session – Monday, October 17th – 6pm MST - Wrap up & Adaptive Leadership Images Review (1 minute per student to summarize one assigned Image)

Course Assignment Summary:

#1 – Weekly Postings and Group Interaction – 40% - Due Weekly

This aspect of our course together is one of the most important elements in our learning journey. In live classroom settings we are accustomed to asking questions and engaging from *time to time* with peers and professors about concepts, ideas, and issues. The

on-line design raises this interaction to a different and, we believe, heightened level of dialogue. The weekly reflection and posting, called MY CONSIDERED RESPONSE, are designed to have us wrestle with and respond to an idea or set of concepts – like a first look at something we have not seen or thought of previously. This process is designed to take our thinking and feeling and acting to another level in these CONSIDERED RESPONSES based on our reading of *The Practice of Adaptive Leadership*. Taking time place these thoughts before others allows our reflections to be stretched and deepened through interaction and dialogue with peers. In addition to your group interaction I will also be adding my thoughts and ideas. Together, we want to begin to master the challenge of leading adaptively in a complex and uncertain world. The rubric for assessing your Postings is provided in the Overview section on Moodle.

NOTE ASSIGNMENT #2 HAS TWO OPTIONS: PICK ONE MOST PERTINENT TO YOUR LEADERSHIP RIGHT NOW

#2 – Musing on Key Concepts Related to “Self In The Midst” – 15% - Due Two Weeks after the Final Session – October 31, 2016

The final segments of reading in TPAL in Weeks 7 & 8, plus a segment provided for you from “Leadership On The Line” focus on the critical element of “self in the midst” as it relates to leading adaptively. This reflection project is your opportunity to summarize and wrestle with those concepts that grabbed your attention as you think of your own leadership challenges these days. Encourage you to select at least four areas or concepts – define the area of focus, assess where you are at in each area, and then muse on how you would address and strengthen your grip or practice in these areas of self-leadership or self- awareness and practice. This will most likely be a 4 to 6 page reflection and is to be double space formatting.

OR

#2 – “Shaping An Adaptive Culture” Project -- 15% - Due Two Weeks after the Final Session – October 31, 2016

Based on Chapter 7 of TPAL write and reflect on the five characteristics of adaptive cultures. 1) Provide a good summary of these five characteristics noting what they are and then wrestling with what makes them challenging to develop in your context or any other context of leadership. 2) Engage in an assessment of these characteristics in your present setting of leadership by using the assessment tool provided with at least five people in your context. Provide a brief summary of the assessment by noting the weakest to the strongest characteristic in your setting. 3) Conclude with a section on “what you would do” to strengthen these characteristics in your culture if you were in charge. This will most likely take 4-6 pages to write up using double space formatting.

#3 – Reflection Paper on Heroic Leadership OR Strengthening The Soul of Your Leadership – 25% - Due – October 24, 2016

Write a personal reflection paper on Heroic Leadership OR Strengthening The Soul of Your Leadership. Provide a concise summary of the work and then pay particular attention to your four greatest takeaways or impact points from your reading. This may be a reflection of your interest in these particular points or represent areas of your greatest development need. Reflect on why these characteristics are needed in your current/future leadership and how you would take practical steps in deepening these dimensions in your life.

Length – No more than 6 pages / appropriate formatting (See Style Guide in Overview Section of Moodle / references properly cited if references other than the book in focus are used.

#4 – Adaptive Leadership images – Mastery Quiz – 10% - Due One Week after the Final Session – October 24, 2016

You will be given a quiz template on Moodle that will test your grasp of the Adaptive Images we will cover in this course. The way to master this material is to take time each week with the Venn Diagrams and the images related to each aspect of our leadership point of view. The quiz will be made up of multiple choice, matching, fill in the blank, and several open-ended questions.

#4 – Reading Report – 10% - Due October 31, 2016

You will be provided a reading report on Moodle for the course and it is to be handed into the Assignment Folder provided. This will assess your reading from the three main texts.

ASSIGNMENT SUMMARY:

#1 – Weekly Postings and Interactions	40%	Due Weekly
#2 – Self In The Midst Musing OR Adaptive Culture Project	15%	Due October 31, 2016
#3 – Reflection Paper on Lowney OR Barton	25%	Due October 24, 2016
#4 – Adaptive Leadership Images - Mastery Quiz	10%	Due October 24, 2016
#5 – Reading Report	10%	Due October 31, 2016

Rubric for Assessing the Quality of Weekly Postings – 40 Credits Total

<p>Quality of Posting</p> <p>You are expected to enter each discussion at least once to contribute to the construction of understanding around the topic in view. Do so by citing the authors, your own experience, and any other reading that you have engaged in around the topic. You are expected to be critically reflective and to demonstrate engagement with the others in your group.</p>	<p>Your discussion contributions are of the highest standard all the time. You often respond more than once.</p> <p>20 credits</p>	<p>Your discussion contributions are of the highest standard most of the time.</p> <p>15-19 credits</p>	<p>Your discussion contributions are acceptable all of the time.</p> <p>10-14 credits</p>	<p>Your discussion contributions are acceptable most of the time.</p> <p>6-9 credits</p>	<p>Your discussion contributions rarely build into the construction of understanding.</p> <p><6 credits</p>
<p>Expectations</p> <ol style="list-style-type: none"> 1. Presents in postings to group members a critical and personal response to material from readings 2. Supplement the reading with links to other resources and ideas as necessary. 3. Focus the discussion and move it forward. 4. Give feedback & encouragement to two other group members weekly. 	<p>Outstanding</p> <p>20 credits</p>	<p>Very Good</p> <p>15-19 credits</p>	<p>Satisfactory</p> <p>10-14 credits</p>	<p>More Engagement Expected</p> <p>< 10 credits</p>	<p>I will provide each student with a mid course evaluation of their posting quality so as to improve participation and value in this course.</p>

Attendance:

The nature of the class is such that attendance for Go To Meeting Sessions is mandatory. Students will interact with the instructor, the material, and with fellow classmates through this means - this interaction is crucial to the design of this course. If a student is absent for any other reason than health or emergency related reasons a 2% grade reduction will be made. Please inform the instructor if you are going to be absent.

As an On Line course it is also vital to the effectiveness of this experience that you “attend” weekly to your on line interaction with your learning partners in this journey. Your level of interaction will be assessed as a crucial ingredient in this on line design.

Grade Summary:

Letter Grade	Description	% Equivalent
A+		97-100
A	Excellent	94-96
A-		90-93
B+	Good	87-89
B		84-86
B-		80-83
C+	Satisfactory	77-79
C		74-76
C-		70-73
D+	Poor	67-69
D	Minimal Pass	60-66
F	Failure	0-59

Because of the nature of the Alpha 4.00 system, there can be no uniform College-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Other

On Line Sessions through Adobe Connect: This information is posted on Moodle

The Course Outline highlights FOUR sessions for on-line interaction. NOTE these dates and times and set aside one hour for being on-line through the Adobe Connect portal. Please do not do this in a coffee shop or any other noisy environment. The Ambrose IT department can help you to make sure that your computer is compatible with GTM and that your audio and microphone functions will work properly. Please take care of this prior to **our first session on AUGUST 17TH @ 6:00 pm MST**. We will give you full instructions as to how to navigate into these sessions on Moodle before our LAUNCH Session.

Use your microphone and speakers (VOIP) for audio. You'll sound best with a headset. Log in a few minutes before the start time. Meetings will last less than one hour. They will be recorded so if you miss something or have technical difficulties you can log on to Moodle and listen to the audio file of the meeting.

All of these will be through Adobe Connect and will be accessible through Moodle. Simply go to the Adobe Connect link for the scheduled date and you will be connected to the on line session:

Wed, Aug 17, 2016 6:00 PM - 7:00 PM Mountain Daylight Time

Wed, Sep 7, 2016 6:00 PM - 7:00 PM Mountain Daylight Time

Mon, Oct 3, 2016 6:00 PM - 7:00 PM Mountain Daylight Time

Mon, Oct 17, 2016 6:00 PM - 7:00 PM Mountain Daylight Time

Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Exam Scheduling

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for

appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.

Leadership and Leadership Formation References

Allen, D. (2003). Ready for anything: Fifty-two productivity principles for work and life. London: Penguin Books.

Allender, D. (2006). Leading with a limp: Turning your struggles into strengths. Colorado Springs: Waterbrook.

Amabile, T. & Kramer, S. ((2011). The progress principle: Using small wins to ignite joy, engagement, and creativity at work. Boston: Harvard Business Review Press.

Argyris, C. (1976). Increasing leadership effectiveness. New York: Wiley-Inter-science.

Argyris, C. & Schon, D. (1974). Theory in practice: increasing professional effectiveness. San Francisco: Jossey-Bass.

Arnold, C. (2014). Small move, big change: Using micro-resolutions to transform your life permanently. New York: Penguin.

Banks, R. & Ledbetter, M. (2004). Reviewing leadership: A Christian evaluation of current approaches. Grand Rapids: Baker.

Barna, G. (Ed.). (1997). Leaders on leadership. Ventura, CA: Regal.

Barna, G. (1996). Turning vision into action. Ventura, CA: Regal.

Barsh, Joanna. & Cranston, Susie. (2009). How remarkable women lead. New York: Crown Business.

Barton, R. H. (2008). Strengthening the soul of your leadership: Seeking God in the crucible of ministry. Downers Grove, IL: Intervarsity Press.

Bass, B. (1990). Bass and Stogdill's handbook of leadership: Theory, research, and managerial applications. New York: Free Press.

Belsky, S. (2010). Making ideas happen: Overcomin the obstacles between vision and reality. London: Penguin Group.

- Bennis, W. (1993). An invented life: Reflections on leadership and change. Reading, MA: Addison-Wesley.
- Bergquist, W. (1993). The postmodern corporation: Mastering the art of irreversible change. San Francisco: Jossey-Bass.
- Blackaby, H. T. & Blackaby, R. (2001). Spiritual leadership: Moving people on to God's agenda. Broadman & Holman.
- Blackaby, H. T. & Brandt, H. (1997). The power of the call. Nashville: Broadman & Holman.
- Blackaby, H. T. & Blackaby, R. (2002). Spiritual leadership. Nashville: Broadman & Holman.
- Blanchard, K. (2005). Lead like Jesus: Lessons from the greatest leadership role model of all times. Nashville: Word.
- Block, P. (1993). Stewardship: Choosing service over self-interest. San Francisco: Jossey-Bass.
- Bolman, L.G. & Deal, T.E.(1991). Reframing organizations. San Francisco: Jossey-Bass.
- Bolsinger, T. (2015). Canoeing the mountains: Christian leadership in uncharted territory. Downers Grove, IL: IVP Books.
- Borek, J., Lovett, D., & Towns, E. (2005). The good book on leadership: Case studies from the Bible. Nashville: Broadman & Holman.
- Bossidy, L & Charan, R. (2004). Confronting reality: Doing what matters to get things right. New York: Crown.
- Boyatzis, R. & McKee, A. (2005). Resonant leadership. Boston: Harvard Business School Press.
- Brafman, O. & Beckstrom, R. (2006). The starfish and the spider: The unstoppable power of leaderless organizations. London: Penguin.
- Bridges, W. (1980). Transitions. Reading, MA: Addison-Wesley.
- Bridges, W. (1994). Managing transitions. Reading, MA: Addison-Wesley.
- Bridges, W. (2006). The way of transitions: Embracing life's most difficult moments. Cambridge, MA.: Da Capo Press.
- Bunker, K. A., Hall, Douglas T. & Kram, Kathy. (2010). Extraordinary leadership: Addressing the gaps in senior executive development. San Francisco: Jossey-Bass.
- Bushe, G. (2001). Clear leadership: How outstanding leaders make themselves understood, cut through the mush, and help everyone get real at work. Palo Alto, CA: Davies-Black.
- Cameron, K. (2008). Positive leadership: Strategies for extraordinary performance. San Francisco: Berrett-Koehler.
- Cameron, K. & Levine, M. (2006). Making the impossible possible: Leading extraordinary performance – The rocky flats story. San Francisco: Berrett-Koehler.
- Carson, D. A. (2003). The cross and Christian ministry: Leadership lessons from I Corinthians. Grand Rapids: Baker.
- Carucci, R. (2006). Leadership divided: What emerging leaders need and what you might be missing. San Francisco: Jossey-Bass.

- Champy, J. & Nohriah, N. (2000). The arc of ambition: Defining the leadership journey. New York: Basic Books.
- Charan, R. (2005). Board that deliver: Advancing corporate governance from compliance to competitive advantage. San Francisco: Jossey-Bass.
- Charan, R., Drotter, S., & Noel, J. ((2001). The leadership pipeline: How to build the leadership-powered company. San Francisco: Jossey-Bass.
- Clinton, R.J. (1988). The making of a leader. Colorado Springs: NavPress.
- Cohn, J. & Moran, J. ((2011). Why are we so bad a picking good leaders? A better way to evaluate leadership potential. San Francisco: Jossey-Bass.
- Collins, J. C. & Porras, J. I. (1997). Built to last. New York: Harper-Collins.
- Collins, J. C. (2002). Good to great: Why some companies make the leap and others don't. New York: Harper Collins.
- Collins, J. (2005). Good to great and the social sectors: A monograph to accompany Good to Great.
- Collins, J.C. (2009). How the mighty fall: And why some companies never give in. New York: Harper Collins.
- Collins, J. & Hansen, M. (2011). Great by choice: Uncertainty, chaos, and luck – why some thrive despite them all. New York: Harper Business.
- Collins, J. C. & Hansen, M. T. (2011). Great by choice: Uncertainty, chaos, and luck – why some thrive despite them all. New York: Harper Collins.
- Conger, J. (1992). Learning to lead. San Francisco: Jossey-Bass.
- Conger, J. & Benjamin, B. (1999). Building leaders: How successful companies develop the next generation. San Francisco: Jossey-Bass.
- Conger, J. & Riggio, R. (Ed.) (2007). The practice of leadership: Developing the next generation of leaders. San Francisco: Jossey-Bass.
- Conner, D. (1998). Leading at the edge of chaos: How to create the nimble organization. New York: John Wiley.
- Conner, D. (1992). Managing at the speed of change: How resilient managers succeed and prosper where others fail. New York: Villard.
- Crouch, Andy. (2008). Culture making: Recovering our creative calling. Downers Grove, IL: Intervarsity Press.
- Crouch, Andy. (2013). Playing God: Redeeming the gift of power. Downers Grove, IL: Intervarsity Press.
- Daloz, L.A.P., Keen, C.H., Keen, J.P., & Parks, S.D. (1996). Common fire: Lives of commitment in a complex world. Boston: Beacon Press.
- Day, G. & Schoemaker, P. (2006). Peripheral vision: Detecting the weak signals that will make or break your company. Boston: Harvard Business School Press.

- Denning, S. (2005). The leader's guide to storytelling: Mastering the art and discipline of business narrative. San Francisco: Jossey-Bass.
- Denning, P. J. & Dunham, R. (2010). The innovator's way: Essential practices for successful innovation. Cambridge, MA: MIT Press.
- DePree, M. (1992). Leadership jazz. New York: Bantam Doubleday Dell.
- DePree, M. (1997). Leadership without power. San Francisco: Jossey-Bass.
- Drucker, P.F. (1989). The new realities. New York: Harper & Row.
- Ewine, Z. (2015). The imperfect pastor: Discovering joy in our limitations through a daily apprenticeship with Jesus. Wheaton, IL: Crossway Books.
- Fairhurst, G.T. & Sarr, R.A. (1996). The art of framing: Managing the language of leadership. San Francisco: Jossey-Bass.
- Ferguson, D. & Ferguson, J. (2010). Exponential: How you and your friends can start a missional church movement. Grand Rapids, MI: Zondervan.
- Figliuolo, M. (2011). One piece of paper: The simple approach to powerful, personal leadership. San Francisco: Jossey Bass.
- Friedman, E. H. (1985). Generation to generation: Family process in church and synagogue. New York: Guilford.
- Friedman, E. H. (2007). A failure of nerve: Leadership in the age of the quick fix. New York: Seabury.
- Gallos, J. Editor. (2008). Business leadership: A Jossey-Bass Reader. San Francisco: Jossey-Bass.
- Gardner, J.W. (1990). On leadership. New York: The Free Press.
- Greenleaf, R.K. (1977). Servant leadership: A journey in the nature of legitimate power and greatness. New York: Paulist Press.
- Hayward, M. (2007). Ego check: Why executive hubris is wrecking companies and careers and how to avoid the trap. Chicago: Kaplan.
- Hedrick, L. (2006). Xenophon's Cyrus the Great: The arts of leadership and war. New York: St. Martin's Press.
- Heifetz, R.A. (1994). Leadership without easy answers. Cambridge, MA: The Bellknap Press of Harvard University Press.
- Heifetz, R. A. & Linsky, M. (2002). Leadership on the line: Staying alive in the dangers of leading. Cambridge, MA: The Bellkn Press of Harvard University Press.
- Heffernan, M. (2011). Willful blindness: Why we ignore the obvious to our peril. Canada: Doubleday.
- Herrington, J., Creech, R., & Taylor, T. (2003). The leader's journey: Accepting the call to personal and congregational transformation. San Francisco: Jossey-Bass.

- Hughes, R.K. (1987). Living on the cutting edge. Westchester: Crossway Books.
- Huntford, R. (1999). The last place on earth: Scott and Amundsen's race to the south pole. New York: Modern Library.
- Hybels, B. (2002). Courageous leadership. Grand Rapids: Zondervan.
- Kahane, A. (2004). Solving tough problems: An open way of talking, listening, and creating new realities. San Francisco: Berrett-Koehler.
- Kaplan, R. S. (2011). What to ask the person in the mirror: Critical questions for becoming a more effective leader and reaching your potential. Boston: Harvard Business Review Press.
- Kawasaki, G. (2011). Enchantment: The art of changing hearts, minds, and actions. London: Penguin Group.
- Kellerman, B. (2004). Bad leadership: What it is, how it happens, why it matters. Boston: Harvard Business School Press.
- Kellerman, B. (2013). The end of leadership. New York: Harper Business.
- Klein, M. & Napier, R. (2003). Courage to act: Five factors of courage to transform business. Palo-Alto, Ca. Davies-Black.
- Klein, G. (2014). Seeing what others don't: The remarkable ways we gain insights. Public Affairs Press.
- Kotter, J. (1996). Leading change. Boston: Harvard Business School Press.
- Kouzes, J. & Posner, B. (1999). Encouraging the heart. San Francisco: Jossey-Bass.
- Kouzes, J. & Posner, B. (1990). The leadership challenge. San Francisco: Jossey-Bass.
- Kraft, D. (2012). Mistakes leaders make. Westchester, NY: Crossway Books.
- Livermore, D. (2010). Leading with cultural intelligence: The new secret to success. New York: Amacom.
- Loehr, J. & Schwartz, T. (2003). The power of full engagement: Managing energy, not time, is the key to high performance and personal renewal. New York: Free Press.
- Logan, D., King, J., & Fischer-Wright, H. (2008). Tribal leadership: Leveraging natural groups to build a thriving organization. New York: Collins.
- Lowney, C. (2003). Heroic leadership: Best practices from a 450 year old company that changed the world. Chicago: Loyola Press.
- Mackenzie, G. (1996). Orbiting the giant hairball: A corporate fool's guide to surviving with grace. New York: Viking Books.
- Marcum, D. & Smith, D. (2007). Ego-nomics: What makes ego our greatest asset or most expensive liability. New York: Simon & Schuster.
- Marquardt, M. (2005). Leading with questions: How leaders find the right solutions by knowing what to ask. San

Francisco: Jossey-Bass.

Martin, (2014). The small big: small changes that spark big influences. New York: Grand Central Publishing.

Maxwell, J. (2001). Leadership 101: What every leader needs to know. Nashville: Thomas Nelson

McCall, M. (1998). High flyers: Developing the next generation of leaders. Boston: Harvard Business School Press.

McIntosh, G. & Rima, S. (1997). Overcoming the dark side of leadership: The paradox of personal dysfunction. Grand Rapids: Baker.

McKain, Scott. (2012). Create distinction: What to do when “great” isn’t enough to grow your business. Austin, TX: Greenleaf Book Group Press.

McKenna, R. (2005). Never blink in a hailstorm and other lessons on leadership. Grand Rapids: Baker.

McKeown, G. (2014). Essentialism: The disciplined pursuit of less. New York: Crown Business

McNeal, R. (2000). A work of heart: Understanding how God shapes spiritual leaders. San Francisco: Jossey-Bass.

McNeal, R. (2006). Practicing greatness: Seven disciplines of extraordinary spiritual leaders. San Francisco: Jossey-Bass.

Merchant, N. (2010). The new how: Creating business solutions through collaborative strategy. Sebastopol, CA: O’Reilly Media.

Michelli, J. A. ((2012). The Zappos Experience: Five principles to inspire, engage, and wow. New York: McGraw Hill.

Mitroff, I. (2005). Why some companies emerge strong and better from a crisis: Seven essential lessons for surviving disaster. New York: Amacom.

Morgan, A. & Barden M. (2015). A beautiful constraint: How to transform your limitations into advantages, and why it’s everyone’s business. Hoboken, NJ: Wiley & Sons.

Morgan, G. (1997). Images of organizations. New York: Sage.

Murphy, M. (2011). Hard goals: The secret to getting from where you are to where you want to be. New York: McGraw Hill.

Murphy, W. & Kram, K. (2015). Strategic relationships at work: Creating your circle of mentors, sponsors, and peers for success in business and life. New York: McGraw Hill.

MyCoskie, B. (2011). Start something that matters. New York: Spiegel & Grau.

Nanus, B. & Dobbs, S. (1999). Leaders who make a difference: Essential strategies for meeting the non-profit challenge. San Francisco: Jossey-Bass.

Neck, C. P. et.al. (2004). Fit to lead: The proven eight week solution for shaping up your body, your mind, and your career. New York: St. Martin’s Press.

Noer, D.M. (1997). Breaking free: A prescription for personal and organizational change. San Francisco: Jossey-Bass.

- Nouwen, H. (1989). In the name of Jesus: Reflections on Christian leadership. New York: Crossroad Publishing.
- O'Neil, J. (1993). The paradox of success. New York: Putman.
- Osterwalder, A. & Pigneur, Y. (2010). Business model generation. San Francisco: John Wiley & Sons.
- O'Toole, J. (1995). Leading change: Overcoming the tyranny of custom and the power of tradition. San Francisco: Jossey-Bass.
- Pallotta, D. (2008). Uncharitable: How restraints on nonprofits undermine their potential. Lebanon, NH: University Press Of New England.
- Palus, C. & Horth, D. The leader's edge: Six creative competencies for navigating complex challenges. San Francisco: Jossey-Bass.
- Patniak, D. (2009). Wired to care: How companies prosper when they create widespread empathy Upper Saddle River, NJ: FT Press.
- Petersen, E. (1992). Under the unpredictable plant. Colorado Springs: Wm B. Erdmans.
- Pfeffer, J. & Sutton, R. (2006). Hard facts: Dangerous half-truths and total nonsense Profiting from evidence based management. Boston: Harvard Business School Press.
- Pfeffer, J. & Sutton, R. (2000). The knowing-doing gap: How smart companies turn knowledge into action. Boston: Harvard Business School Press.
- Pipher, M. (2006). Writing to change the world. New York: Riverhead.
- Quinn, R. (1996). Deep change: Discovering the leader within. San Francisco: Jossey-Bass.
- Quinn, R. (2004). Building the bridge as you walk on it: A guide for leading change. San Francisco: Jossey-Bass.
- Rima, S. (2000). Leading from the inside out: The art of self leadership. Grand Rapids: Baker.
- Rosen, R. (2008). Just enough anxiety: The hidden drivers of business success. London: Penguin.
- Rost, J. C. (1991). Leadership for the twenty first century. Westport, CT: Praeger.
- Rumelt, R. (2011). Good strategy / Bad strategy. New York: Crown Business.
- Sanders, O. (1994). Spiritual leadership. Chicago, IL: Moody Press.
- Schein, E. H. (2004). Organizational culture and leadership. 3rd Edition. San Francisco: Jossey-Bass.
- Schein, E. H. (2009). Helping: How to offer, give, and receive help. San Francisco: Berrett-Koehler.
- Scott, S. (2009). Fierce leadership: A bold alternative to the worst "best" practices of business today. New York: Broadway.

- Sims, Peter. ((2011). Little bets: How breakthrough ideas emerge from small discoveries. New York: Free Press.
- Sjodin, Terri. (2011). Small message, big impact: How to put the power of the elevator speech to work for you. Austin, TX: Greenleaf Book Group Press.
- Stefanovich, A. (2011). Look at more: A proven approach to innovation, growth, and change. San Francisco: Jossey-Bass.
- Tapscott, D. (2009). Grown up digital: How the net generation is changing the world. New York: McGraw Hill.
- Terry, R. W. (1993). Authentic leadership. San Francisco: Jossey-Bass.
- Thrall, B., McNicol, B, & McElrath, K. (1999). The ascent of a leader: How ordinary relationships develop extraordinary character and influence. San Francisco: Jossey-Bass.
- Sanders, J. O. (1980). Spiritual leadership. Chicago: Moody Press.
- Schon, D. (1983). The reflective practitioner: How professionals think in action. New York: Basic Books.
- Senge, P.M. (1990). The fifth discipline: The art and practice of the learning organization. New York: Doubleday Currency.
- Shiffman, D. (2008). The age of engage: Reinventing marketing for today's connected, collaborative, and hyper-interactive culture. Ladera Ranch, CA: Hunt Street Press.
- Sinek, Simon. (2009). Start with shy: How great leaders inspire everyone to take action. London: Penguin Group.
- Stanley. A. (2003). The next generation leader: Five essentials for those who will shape the future. Sisters, Oregon: Multnomah.
- Stanley, A. (1999). Visioneering: God's blueprint for developing and maintaining personal vision. Sisters, Oregon: Multnomah.
- Swenson, R.A. (1992). Margin. Colorado Springs: NavPress.
- Weiser, C. (1994). Healers harmed and harmful. Minneapolis: Fortress.
- White, J. (1986). Excellence in leadership. Markham: Intervarsity Press.
- Wilkes, C. G. (1998). Jesus on leadership: Discovering the secrets of servant leadership from the life of Christ. Wheaton, IL: Tyndale House Publishers Inc.
- Williams, D. (2005). Real leadership: Helping people and organizations face their toughest challenges. San Francisco: Berrett-Koehler.
- Williams, D. (2015). Leadership for a fractured world: How to cross boundaries, build bridges, and lead change. Oakland, CA: Berrett-Koehler Publishers.