

823 Readings, Listening and Seeing

A Compendium of Material

All the material is available either through the links provided or on onQ. Readings are not required prior to class, but support the topics and will be part of assignments after classes finish. If you open this prior to our September sessions, start reading. They are organized by topics covered in the Outline.

Ways to Think About Leadership

Shut Up and Sit Down: Why the leadership industry rules, Joshua Rothman, New Yorker, February 29, 2016, <http://www.newyorker.com/magazine/2016/02/29/our-dangerous-leadership-obsession>

Three Leadership Lessons from La La Land's Jordan Horowitz,
<https://eblingroup.com/blog/three-leadership-lessons-from-la-la-lands-jordan-horowitz/>

Contextual Leadership for an Uncertain Future, an excellent review of Barbara Kellerman's thinking on leadership on YouTube (She actually starts at Minute 8),
<https://www.youtube.com/watch?v=mtzpthcpZ94>

Five Levels of Leadership, a quick summary of John Maxwell's book at
<https://www.youtube.com/watch?v=JNfKrKQdG-c> .

On Becoming a Leader, Warren Bennis, Chapter 1, Mastering the Context and Chapter 2, Understanding the Basics (The entire book is posted on onQ as a pdf. It is a classic.)

What makes a great leader today? Roselinde Torres
https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader)

Leadership in context, Michael Bazigos, Chris Gagnon & Bill Schaninger, McKinsey Quarterly, January 2016 <http://www.mckinsey.com/business-functions/organization/our-insights/leadership-in-context>

Leadership in the Public Sector

The Leadership Role of the Municipal Chief Administrative Officer, David Siegel, Canadian Public Administration, vol. 53. No 2, June 2010

The Administrative Sherpa and the Journey of Public Service Leadership, Catherine Althaus, Administration & Society, 2016, 48(4), 395-420

Leadership at all levels: Leading public sector organizations in an age of austerity, Keith Leslie & Adam Canwell, European Management Journal, 28(4), 2010, 297-305

Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects? Graham T. Allison, Source: Proceedings for the Public Management Research Conference. November 19-20, 1979 (Washington, D.C: Office of Personnel Management, OPM Document 127-53-1, February 1980), pp. 27-38.

Flat, Flexible and Forward-Thinking: Public Service Next, Public Policy Forum, March 2014

Public Sector Leadership Challenges: Are They Different and Does It Matter? John Ferguson, Peter Ronayne, and Mike Rybacki, Centre for Creative Leadership, 2014

Different Perspectives

Forum on Indigenous Leadership in the 21st Century, Final Activity Report, National Centre for First Nations Governance, 2007

Leadership & Governance, AFOA Canada,
https://afoa.ca/afoadocs/L3/JAM_Preview/JAM_issue%2018.pdf

Stories from the circle: Leadership lessons learned from aboriginal leaders, Mark Julien, Barry Wright, Deborah M. Zinni, The Leadership Quarterly 21 (2010), 114-126

Leading at the top: Understanding women's challenges above the glass ceiling, Christy Glass, Alison Cook, The Leadership Quarterly, 27 (2016) 51-63

Women in Public Sector Leadership, Johnson-Shoyama School of Public Policy, Jan. 2016.
<https://www.youtube.com/watch?v=WUQ5BTouAVk>

Women, Naturally Better Leaders for the 21st Century, Greg Young, Transpersonal Leadership Series, Routledge

Leadership in the 21st Century

The End of Leadership, Barbara Kellerman, 2012. Check out the You Tube at https://www.youtube.com/watch?v=nIo5_eJs5-Y

Wicked Problems and Clumsy Solutions: the Role of Leadership, Keith Grint, Warwick Business School,
https://www.google.ca/search?q=Wicked+Problems+and+Clumsy+Solutions:+the+Role+of+Leadership&ie=utf-8&oe=utf-8&gws_rd=cr&ei=q9RHWdeeCMiXjwSc5JyQCA or YouTube talk by Professor Grint at <https://www.youtube.com/watch?v=FFpO9I4RYTE> . For a longer presentation, Professor Grint gave the Manion Lecture at the Canada School of the Public Service in 2014, https://www.youtube.com/watch?v=YRpKd_J2qkY (Skip the bumf for the first 2 ½ minutes).

Leading in the 21st Century, McKinsey, text at <http://www.mckinsey.com/global-themes/leadership/leading-in-the-21st-century> or view short talk at <https://www.youtube.com/watch?v=c3I6X3ISkAE>

21st Century Leadership Will Demand Character and a Long-term View, Dominic Barton, McKinsey, Manion Lecture, 2014, <https://www.youtube.com/watch?v=B3AhnEJRifI>

How Is Your Leadership Changing? Margaret J. Wheatley
<http://www.margaretwheatley.com/articles/howisyourleadership.html> and **Leadership in the Age of Complexity: From Hero to Host**
<http://margaretwheatley.com/library/articles/leadership-in-age-of-complexity/> and **Leadership Lessons for the Real World**
<http://www.margaretwheatley.com/articles/leadershiplessons.html>

Leadership Gone Wrong

The Dark Side of Leadership, Aurora de Souza Watters,
<https://www.ccollege.gov.sg/.../The%20Dark%20Side%20of%20Leadership.pdf>

Followership

Barbara Kellerman on Followership, <https://www.youtube.com/watch?v=kgLcAF5Lgq4>

Leadership and Followership: What Tango Teaches Us About These Roles in Life
<https://www.youtube.com/watch?v=Cswrnc1dggg>

Barriers to Effective Leadership

Leadership BS, Jeffrey Pfeffer, Harper Collins, 2015, read Introduction and Chapter 8.
Supported by a presentation Pfeffer made, **Leadership BS: Fixing Workplaces and Careers One Truth at a Time** (PowerPoint)

Stewart, Matthew. 2006. **"The Management Myth."** Atlantic Monthly. June 2006
<https://www.theatlantic.com/magazine/archive/2006/06/the-management-myth/304883/>

Related, Interesting, Provocative

Leadership observations of an undercover fast-food worker, Jerry M. Newman, Management Research News, Vol. 30 No. 7, 2007, pp. 453-459

Optional (but very highly recommended) reading: Malcolm Gladwell, "How David Beats Goliath: When Underdogs Break the Rules," New Yorker, May 11, 2009,
http://www.newyorker.com/reporting/2009/05/11/090511fa_fact_gladwell