

DR. LOIS FRANKEL

Get and keep the job you want.

This month we're taking a different turn with the coaching tips. In fact, we have only one tip for you: *read everything you can about the world of work.* Reading books about business will provide you with insights and ideas you may have never considered and with the opportunity to share those ideas with your management and colleagues.

Each of the coaches on our team was asked to provide the names of books they recommend to clients. Here's what they came up with:

Dr. Pam Erhardt: *Business Process Mapping* by J.Mike Jacka & Paulette J.Keller (John Wiley & Sons, Inc., 2002)

This book provides a comprehensive, practical discussion of the definition of process maps, the four major steps in designing business maps and practical applications for each step. In a clear, user-friendly format, it shows you how to link business objectives, risks, and measures of success to the process being mapped. If you're looking for a tool that can help you and your staff gain a better understanding of a process, eliminate obstacles, identify redundancies, and develop customer service requirements, this book will help you get started!

Dr. Lois Frankel: *Good to Great* by Jim Collins (Harper Business, 2002)

Through solid research and study the author and his team of consultants have found that the critical difference between good companies and great companies is in their leadership. Using examples from major corporations it's easy to see why some companies saw cumulative stock returns of 6.9 times the general market over the past 15 years while other companies performed at an average level. Collins' concept of Level 5 leadership is a breakthrough in the usual leadership models. It's one of the best business books I've read in a long time.

Dr. Bruce Heller: *The Secret Handshake* by Kathleen Reardon

One of the most important, yet misunderstood aspects of being an effective leader is developing political savvy. Understanding the role of politics and how to "play the game" is a critical skill for anyone interested in having a position of power. Reardon does an excellent job of explaining the role of politics and the importance of being "political savvy." She talks about the two benefits of becoming more politically savvy - to "help advance one's career" and "self-defense." The book also identifies different political styles and how to interact with each. In addition, the chapter "Reading Between the Lines" describes strategies to not only play the game of politics but to be adept at dealing with the subtleties and nuances that happen daily in organizations. All in all, any individual seriously interested in being in a position of power must read this book.

Tom Henschel: *How To Raise Your Self-Esteem* by Nathaniel Branden (Bantam, 1987)

This "how to" book is THE action-oriented book for making a difference in your life. While Branden's theories about self-esteem are powerful (and covered comprehensively in his more recent, "The Six Pillars of Self-Esteem"), this book is more than just theory: it shows you how to take action. Through guided reflections, sentence completion, and self-examination exercises, Branden guides you on a simple, direct path to feeling better about yourself. As a coach who helps executives overcome secret fears, I give out this title more than any other. It's a life-changing investment for a mere seven bucks.

Dave Martone: *How to Become a Great Boss* by Jeffrey J. Fox (Hyperion, 2002)

Fox has developed a surprising and useful tool kit on how to become a great leader. He compiled anecdotes and examples from leaders of major corporations and the people that inspired them. In particular, my clients give me feedback that the examples in the book describing leaders speaking frankly, promptly and compassionately with their organization has helped them significantly. On the whole, the book is fundamental yet on occasion is counterintuitive. A quick “must” read for all aspiring leaders.

Dr. John Miller:

Why Don't You Want What I Want? By Rick Maurer (Bard Press, 2002)

This book is a practical guide on how to overcome resistance and build support for your ideas. Maurer suggests that the secret to influencing others requires equal attention to the idea and the other person. As the reader, you'll learn about six important principles (know your intention, consider the context, avoid knee-jerk reactions, explore deeply and find ways to connect) that will help you overcome resistance in others without manipulation or power plays, and turn your ideas into action. I use this book to help managers and executives become more effective in influencing others within their organization.

The Emotional Revolution by Normal Rosenthal (Citadel Press, 2002)

As a psychiatrist, Dr. Rosenthal presents a guide to the scientific breakthroughs that are unlocking the mysteries of our emotional lives. He explores the physiology behind emotions and discusses how our emotions influence our reactions and how they shape our concept of self. He discusses the nature of our feelings such as fear, anger, love, sadness and happiness, and offers some self-help strategies to appreciate and effectively manage our emotions. This book is over 400 well-written pages and oriented to the serious reader.

Dr. Joe Thigpen:

Managing From the Heart by Hyler Bracey et al. (Dell, 1990)

By telling the story of one driven executive, Bracey presents 5 fundamental principles that are at the heart of exceptional relationships and exceptional teams. The principles are simple, but applying them requires self-awareness and commitment. Here is what people need from their leaders to give their best over the long haul: “Hear and understand me, Don't make me wrong, even if you disagree, Acknowledge my gifts or the unknown greatness within me, Remember my good intentions, and Tell me the truth with compassion.” The story vividly demonstrates the difference between applying these when it is easy versus when it is challenging. This is a quick read, but it has a lasting impact on how you relate to people.

The Five Dysfunctions of a Team by Patrick Lencioni (Jossey-Bass, 2002)

Lencioni's leadership fable is an easy read about the challenges of creating and building an exceptional team. His five core themes, Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, and Inattention to Results, seem so basic, yet he demonstrates the challenge of addressing these in a real situation. I think that spending a few hours with this book will give you real clarity on the keys to building an exceptional team.

Crucial Conversations: Tools for talking when the stakes are high by Kerry Patterson, et al. (McGraw Hill, 2002)

By studying leaders who demonstrated their best communication skills when it mattered most, Patterson and his associates have presented in clear and compelling language the core principles and skills that enable you to have productive and healthy conversations, even when it is tough. I love the simplicity of their model and their tools. Of course, the core to applying these skills is a willingness to look at yourself and examine your own attitudes and intentions when it matters most.

Susan Picascia:

She Wins, You Win by Gail Evans (Gotham Books, 2003)

The author, CNN's first female executive vice president, makes a case for the importance of women supporting women in the workplace. Once women start playing on the same team, she says, they'll change the workplace forever. This is a book for and about women. If you want to be a part of taking the women's movement to the next step in the workplace, this is the book to read. Without engaging in male-bashing, she passionately makes a plea for women to step up to the plate and help one another to create lasting success as power brokers in the workplace (and without stepping on a golf course).

The Power Of Full Engagement by Jim Loehr and Tony Schwartz (The Free Press, 2003)

If you want a new way of thinking about time management, this book is for you. Through convincing research performed at the "Corporate Athlete Training System," the authors offer a practical, scientifically based theory and approach to managing energy, rather than time, as the key to high performance and a balanced life. Using highly successful athletes as their underpinning, the authors teach corporate leaders, senior executives and managers how to balance energy expenditure with intermittent energy renewal.

And there you have it. Corporate Coaching International's own review of some the best business books out there. We're even providing the links to www.amazon.com/books and www.barnesandnoble.com so no excuses. And of course if you haven't already read my two most recent books, *Overcoming Your Strengths* and *Quit Bein' A Girl*, you can purchase them through our own websites listed below.

Until next month, be well and enjoy what's left of the summer.

Best regards,

Lois P. Frankel, Ph.D.