References on Leadership and Career Development

W Wayne Weston MD


- Apps JW: Leadership for the Emerging Age – Transforming Practice in Adult and Continuing Education. San Francisco: Jossey-Bass, 1994. Drawing on ideas from the arts and humanities, Apps reveals how an individual’s beliefs and values about people, and ethics are at the core of leadership. He offers specific guidelines on how leaders can take charge of their own development – and ultimate transformation – including advice on developing a personal learning plan, keeping a journal, and writing a personal credo.


♥ Bland CJ et al: Successful Faculty in Academic Medicine Essential skills and How to Acquire Them. New York: Springer, 1990. This book provides a comprehensive description of the skills of successful faculty members and how one can go about achieving them. Bland catalogues these skills into five domains: education, administration, research, writing, and professional academic skills.

- Boice R: The New Faculty Member - Supporting and Fostering Professional Development. San Francisco: Jossey-Bass, 1992. This is a gem - very practical advice for new faculty members about how to get started and keep going. It gives good advice about how to organize your work to be able to write effectively. Also helpful are suggestions about forming effective networks of colleagues.


- De Pree M: Leadership Jazz. New York: Dell Publishing, 1992. The author draws the parallels between leadership and jazz – both art forms in which freedom and technique, improvisation and rules, inspiration and restraint must be precisely and expertly blended.

efficiently in an academic setting. It includes sections on: how to decide when a meeting is not needed; criteria for an effective meeting; developing the agenda; dividing up the roles of committee members, e.g., convener, facilitator, presenters, recorder, and support staff; how to stick to the agenda; when to discard the agenda.


- Covey SR: **The 8th Habit: From Effectiveness to Greatness.** (Includes a DVD with 16 inspirational films) New York: Free Press, 2004. Building on the 7 Habits of Highly Effective People, Covey and his associates describe an eighth habit – “find your voice and inspire others to find their voice.”


- Fisher R, Sharp A: **Getting It Done – How to Lead When You’re Not In Charge.** New York: HarperCollins Books, 1998. Fisher is the co-author of the best seller “Getting to Yes” and in this new book he introduces the technique of lateral leadership and the tools you need to influence your peers and bosses to get the results you want.


- Gmelch WH: The Department Chair’s Balancing Acts. **New Directions for Higher Education.** 2004;126:69-84.


- Hecht IWD: The Professional Development of Department Chairs. **New Directions for Higher Education.** 2004;126:27-44.

♥ Kouzes JM, Posner BZ: **The Leadership Challenge.** 3rd edition. San Francisco: Jossey-Bass, 2002. Based on extensive research and interviews with leaders from all over the world, this is one of the most popular texts on leadership. A guide to their research and other material is available at [http://www.leadershipchallenge.com/WileyCDA/Section/id-131011.html](http://www.leadershipchallenge.com/WileyCDA/Section/id-131011.html).

different institutions, this book is a practical guide to many of the challenges facing a
department chair e.g. evaluating faculty performance, budgetary matters, dealing with
sexual harassment, dealing with difficult faculty, time-saving tips, handling promotion
and tenure issues, managing generation X, etc.

- Lencioni P: **The Five Temptations of a CEO – A Leadership Fable.** San Francisco:
  Jossey-Bass, 1998. Written as a discussion between a would be leader in search of “the
answer” and an unlikely guide, this short book raises key questions about the nature of
leadership and the common perils leading to failure. Based on research on six
continents, the authors distil leadership into 5 principles: model the way, inspire a shared
vision, challenge the process, enable others to act, and encourage the heart.

- Lencioni P: **The Five Dysfunctions of a Team: A Leadership Fable.** San Francisco:
  Jossey-Bass, 2002. Presented as a modern day fable, Lencioni’s books are an easy
read and full of useful insights.

- Lucas AF: **Strengthening Departmental Leadership - A Team Building Guide for
argues that faculty development is a prime responsibility of chairs and describes how to
motivate, evaluate and reward faculty members; how to support effective teaching; how
to provide feedback on classroom teaching; how to enhance commitments to
scholarship and service.

- Lucas AF & Associates: **Leading Academic Change – Essential Roles for

- Maxwell JC: **The 21 Irrefutable Laws of Leadership – Follow Them and People Will

- McKenna MK, Pugno PA (editors): **Physicians as Leaders – Who, How, and Why
leaders who describe their journeys. It is based on a framework of five key practise for
all physicians leaders – 1. reflection, self-awareness, focus, and goals; 2. self-study,
training workshops, and formal education; 3. on-job experience and volunteer leadership
roles; 4. learning from leaders – relationships, mentors, and teamwork; 5. publishing,
speaking, and advocacy.

- Neufeld V, Khanna S, Bramble L, Simpson J: **Leadership for Change in the Education
  of Health Professionals.** Maastricht, Network Publications, 1995. (From the Network of
Community-Oriented Educational Institutions for the Health Sciences, P.O. Box 616,
6200 MD, Maastricht, The Netherlands. ISBN 90-73026-06-7) This is one of the few
books to discuss leadership issues as they apply to health science education. The four
chapters address key issues – new and emerging themes in the study of leadership; the
context of change; challenges for educational leaders; leading reform in the education of
health professionals.

Publications, 1997. This small textbook describes and analyzes several different theoretical approaches to leadership. Each chapter provides a review of the strengths and weaknesses of a specific leadership approach.

Patterson K, Grenny J, McMillan, Switzler A: Crucial Conversations: Tools for Talking when the Stakes are High. New York: McGraw-Hill, 2002. This book focuses on disagreements – two or more people with different opinions who don’t know how to work through their differences. The result is often “silence or violence”. This book provides a useful framework including: how to make it safe to talk about almost anything; how to stay in dialogue when you’re angry, scared, or hurt; how to listen when others blow up or clam up. See http://www.vitalsmarts.com/CrucialSkills/default.aspx for additional material related to their books and short video clips demonstrating common communication problems and skills. See also http://www.silencekills.com/ for their important study showing how communication problems lead to avoidable error in health care.

Patterson K, Grenny J, McMillan, Switzler A: Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior. New York: McGraw-Hill, 2005. Crucial confrontations are about disappointments. They all start with the question: “Why didn’t you do what you were supposed to do?” The Six-Source model provides valuable insights about why people disappoint us – it’s not usually because they enjoy their present behaviour. The stories we tell ourselves to explain other people’s behaviour may get in our way of effective collaboration. Other chapters describe what to do when others get sidetracked, scream, or sulk; how to solve big, sticky, complicated problems.


Schon: Educating the Reflective Practitioner - Toward a New Design for Teaching and Learning in the Professions. San Francisco: Jossey-Bass, 1987. Although this book is not about leadership per se it does describe how professionals think in action. Leadership is “messy “ too. Schon argues that professionals tackle real-life problems using an approach he calls reflection-in-action rather than the traditional approach of applying basic science to well formed problems with clear-cut answers which he calls technical rationality. In real-life, problems are messy, often involve considerable uncertainty and value conflict and every situation is unique so that the established theories do not apply. He argues that our curricula need to reflect the realities of practice and prepare our graduates for these messy indeterminate situations. Everyone involved in medical school curricula should read this book.


Smelser NJ: Effective Committee Service. Newbury Park, California: Sage
Publications, 1993. Another in the survival skills series. This volume provides practical advice about how to get the best use of your time on committees, whether as member or chair.

- Stone D, Patton B, Heen S: *Difficult Conversations; How to Discuss What Matters Most*. New York: Viking, 1999. Based on fifteen years working in the Harvard Negotiation Project, this book outlines a step-by-step approach to understanding and conducting tough conversations. Each conversation is really three conversations: the “what happened” conversation, the “feelings” conversation, and the “identity” conversation. The authors encourage us to stop worrying about who’s right and, instead, explore each other’s stories, disentangle intent from impact, and distinguish blame from contribution. Next they focus on feelings and urge us to find the feelings lurking under attributions, judgments, and accusations. They also point out that difficult conversations threaten our identity and lead us to ask: Am I competent? Am I a good person? Am I worthy of love? The last section puts it all together by describing the steps for an effective learning conversation.


♥ Whitman N, Weiss E, Bishop FM: *Executive Skills for Medical Faculty*. Department of Family and Preventative Medicine, University of Utah School of Medicine, 1989.

♥ Books marked by a heart are my favorites. 😊

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