



Ethical Leadership Annotated Bibliography Winter, 2014

We at Ethical Leaders in Action like books. The list below describes some that we particularly like, and which we have used in our leadership programs. All opinions expressed are those of the ELA staff. This bibliography is updated twice annually, and is available at www.ethinact.com.

- **Abrashoff, D. Michael., *It's Your Ship*.** Captain Abrashoff translates his personal tale of engaging the very challenging crew of the USS Benfold, into practical and substantive guidance for leaders on land (and, presumably, sea and in the air). A striking account of empowering leadership.
Abrashoff, D. Michael, *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*. rev. updated, Business Plus, 2012
- **Beauchamp, Tom, Norman Bowie, and Denis Arnold, *Ethical Theory and Business*.** This is a terribly dense business ethics text, laden with arguments both theoretical and practical. Students object to that density, but admit that the content therein, especially the specific discussions of ethical topics, make it worth the effort for those who want a comprehensive understanding of business ethics for managers and business leaders
Beauchamp, Tom, Norman Bowie, and Denis Arnold, *Ethical Theory and Business*. Pearson, 9th ed. 2012
- **Campbell, Joseph, *The Hero with a Thousand Faces*.** This scholarly account of the hero myth through time and around the world provides insight into how our stories shape our cultures and our consciousness. It is a tough but rewarding read for leaders who wish to harness – and deeply understand – the power of storytelling.
Campbell, Joseph, *The Hero with a Thousand Faces*. 3rd ed., New World Library, 2008
- **Collins, Jim, *Good to Great*.** While most people seem to remember the images of “getting the right people on the bus” or the story of the hedgehog, Collins’s discussion of “level 5 leaders” is even more compelling and interesting.
Collins, Jim, *Good to Great: Why Some Companies Make the Leap...and Others Don't*. HarperBusiness, 2001
- **Crawford, Matthew B., *Shop Class as Soul Craft: an Inquiry into the Value of Work*.** Crawford earned a Ph.D. in political philosophy from the University of Chicago. He was leading a prestigious think-tank, but stopped doing that, and became a motorcycle mechanic instead. This book challenges our social belief that “knowledge work” is different in kind from work that involves our hands as well as our minds. Along the way, Crawford’s many sharp and relevant ideas can help us re-cast how we find and make meaning in the work that we do.
Crawford, Matthew B., *Shop Class as Soul Craft: An Inquiry into the Value of Work*. Penguin Books, 2010

- **Csikszentmihalyi, Mihaly, *Creativity*.** The author (I won't re-type his name here) is known as a key researcher on the phenomenon of "Flow," which we experience when we are truly functioning at our highest levels, smoothly and without cognitive interference. He applies this same approach and perspective to the complex phenomenon of creativity, interviewing over 100 extremely creative people and offering the rest of us useful observations and concrete advice.

Csikszentmihalyi, Mihaly, *Creativity: Flow and the Psychology of Discovery and Invention*. Harper Perennial, 1997
- **DePree, Max, *Leadership is an Art*.** Short, sweet, and insightful, this collection of essays amounts to a free-form interpretation of the concepts of Servant Leadership first outlined by Robert Greenleaf. DePree best contributes to the conversation with specific examples and a rich articulation of his own exceedingly humanistic view of leading an enterprise.

DePree, Max, *Leadership is an Art*. Crown Business, 2004
- **Gilmartin, Kevin M, *Emotional Survival for Law Enforcement*.*** This book has been touted as the emotional equivalent of a bullet-proof vest, and with good reason. As I have ridden along with and interviewed cops at all levels, Gilmartin's truths resonate with all.

Gilmartin, Kevin M, *Emotional Survival for Law Enforcement: A Guide for Officers and their Families*. E-S Press, 2002
- **Gladwell, Malcolm, *Blink*.** In this book, Gladwell explores the experience of knowing and acting from the gut, detailing the power and limitations of expert, seemingly-instinctive decisions. It offers leaders outstanding insight for leaders on when and why we should - and when we ought not - trust our instincts.

Gladwell, Malcolm, *Blink: The Power of Thinking Without Thinking*. Back Bay Books, 2007
- **Gladwell, Malcolm, *Outliers*.** *Outliers* examines the phenomenon of the exceptional performer, debunking our popular myths about the primacy of individual talent and moxie. It appears that many other factors contribute to exceptional performance, as well. One chapter of particular interest to leaders concerns airline crashes, and the role of "mitigated communication," when subordinates do not candidly and forcefully express critical views in the face of impending disaster.

Gladwell, Malcolm, *Outliers: The Story of Success*. Back Bay Books, 2011

- **Goodwin, Doris Kearns, *Team of Rivals: The Political Genius of Abraham Lincoln*.** Many have argued that Lincoln serves as a canvas on which we render the virtues to which we aspire. Goodwin paints a very human, very realistic picture of the man, from which we learn great lessons on the power of emotional intelligence, political judgment, and courage.
Goodwin, Doris Kearns, *Team of Rivals: The Political Genius of Abraham Lincoln*. Simon & Schuster, 2006
- **Greenleaf, Robert, *Servant Leadership*.** This is the classic, written by a veteran of the corporate executive ranks to establish an alternative to transactional, ego-driven leadership. It is a book to be savored and considered multiple times as we develop our own leadership styles and commitments.
Greenleaf, Robert, *Servant Leadership*. Paulist Press, 25th Anniv. Edition 2002
- **Harvey, Andrew J. and Raymond D. Foster, *Leadership Texas Hold-em Style* *.** The Minnesota Bureau of Criminal Apprehension uses this text in its law enforcement management education courses. It is short on theory and framing, but contains some practical lessons and useful advice for emerging leaders.
Harvey, Andrew J. and Raymond D. Foster, *Leadership Texas Hold-em Style*. BookSurge Publishing, 2007.
The website, www.pokerleadership.com, is also an accompanying reference.
- **Kennedy, John F., *Profiles in Courage*.** JFK's celebrated book tells stories of 19th Century senators who risked careers and relationships for the civic values they held dear. The accessible and compelling text won the 1955 Pulitzer Prize, and deserves our attention for its examples – and discussion - of moral and political courage.
Kennedy, John F., *Profiles in Courage*. Harper Perennial Modern Classics, 2006
- **Klockars, Carl B., *The Idea of Police*.** This short book looks at the tradition, history, and philosophical foundations of law enforcement. The book shows its age, using the characters of *Hill Street Blues* to illustrate the virtues and pitfalls of professional cops, but Klockars' discussion is as relevant today as it was 25 years ago.
Klockars, Carl B., *The Idea of Police*. SAGE Publications, 1985
- **Koestenbaum, Peter, *Leadership: The Inner Side of Greatness*.** Based in philosophy and the humanities, this work presents a powerful framework for identifying and honing the skills and dispositions of leadership. Koestenbaum's central concept is the Leadership Diamond, with four points – *vision, ethics, courage, and reality* - representing strategies for skills development in support of the central *will to greatness*.
Koestenbaum, Peter, *Leadership, New and Revised: The Inner Side of Greatness, A Philosophy for Leaders*. Jossey-Bass; 2nd ed., 2002

- **Kouzes, James M. And Barry Z. Posner, *The Truth About Leadership*.** These two professors and best-selling authors have collaborated on several highly (and rightly) acclaimed books. The Truth about Leadership is a distillation from their other work, providing very clear direction for leaders. A reader need not agree with all of their “truths” to find benefit in this brief, substantive discussion.
Kouzes, James M. and Posner, Barry Z., *The Truth About Leadership*, Jossey-Bass, 2010
- **Lansing, Alfred, *Endurance: Shackleton’s Incredible Voyage to the Antarctic*.** In 1914, Ernest Shackleton led an expedition seeking to traverse the Antarctic continent by dogsled. Their craft, the Endurance, became icebound and was ultimately crushed. Shackleton then led his team of explorers, scientists, technicians, and sailors through an astonishing self-rescue across pack ice and open ocean. Lansing’s history, first published in 1959, remains a gripping account of extraordinary leadership and humanity at the extremes of endurance.
Lansing, Alfred, *Endurance: Shackleton’s Incredible Voyage to the Antarctic*. Basic Books, 2nd ed., 1999
- **Lennick, Doug and Fred Kiel, *Moral Intelligence: Enhancing Business Performance and Leadership Success in Turbulent Times*.** These authors, successful leadership development consultants and coaches, lay out a framework for building on strengths and shoring up weaknesses related to moral reasoning and decision-making. While some of the social science methods underlying this work has been challenged by some of our clients, the overall approach has real value for those who favor a systematic approach to self-improvement.
Lennick, Doug and Fred Kiel, *Moral Intelligence: Enhancing Business Performance and Leadership Success in Turbulent Times*. Pearson Prentice-Hall, 2011
- **Leopold, Aldo, *A Sand County Almanac*.** Leopold was a conservationist and scholar who lived and worked in the Sand Counties of Central Wisconsin and at the University of Wisconsin, Madison. This book, published posthumously in 1949, grants the patient reader a remarkable journey. Our contemporary environmental debate is often about what we ought to do or must do. This book inspires us to care about why, and to more fully appreciate the natural world and our place in it.
Leopold, Aldo, *A Sand County Almanac*. Oxford University Press, 1989.
- **Machiavelli, Niccolo, *The Prince*.** Reading around the historical references and shameless self-promotion, we find wisdom in Machiavelli’s timeless advice concerning politics and management – how to obtain and maintain power. It is also worth recalling that Machiavelli holds that the end justifies the means – his most famous quote - only if the end is itself just. In Machiavelli’s terms, just ends are those which benefit society.
Machiavelli, Niccolo, *The Prince*, Simon & Brown, 2012.

- **MacLean, Norman, *Young Men and Fire*.** This book contains a compelling account of the Mann Gulch forest fire disaster of 1949, and a somewhat more ponderous story of the author's investigation and reflections on that catastrophe. Fourteen young smoke jumpers were killed when many failures of leadership and execution tragically converged. Strong themes emerge from the discussion, including vision and leadership, and the challenge of leading from vision. **Note: The book is especially poignant and relevant for fire service leaders, but has lessons for all.**

MacLean, Norman, *Young Men and Fire*. University of Chicago Press, 2012
- **Marlantes, Karl E., *What It Is Like to Go to War*.** Marlantes served as a Marine infantry officer in Vietnam. He has also been a Rhodes Scholar, a successful international management consultant, and an acclaimed war novelist. This book is a deeply personal, intellectually rich reflection on his experience as a warrior, and as a human being. It offers especially profound insight for those who face the darker aspects of human nature, in themselves and others. .

Marlantes, Karl E., *What It Is Like to Go to War*, Atlantic Monthly Press, 2011.
- **Minto, Barbara, *The Pyramid Principle, Logic in Writing and Thinking*.** This book is a cult classic among consultants, written by the first female partner at McKinsey and Company. It earned that reputation by being an absolutely practical, useful primer in how to conceive and communicate business ideas logically and clearly. It is out of print but available used from Amazon and other sources.

Minto, Barbara, *The Pyramid Principle: Logic in Writing and Thinking*. Financial Times Management, 1995. A new revised (2010) edition is available through the Barbara Minto home page, <http://www.barbaraminto.com/textbook.html>.
- **Niehardt, John, *Black Elk Speaks*.** In 1932, Niehardt and Ben Black Elk interviewed the latter man's father, Oglala Lakota medicine man and elder Black Elk. The resulting book has been regarded, not without controversy, as a central work of history, anthropology, and theology. Our readers found remarkable insight into ways of encountering the world that are geographically close, and philosophically distant, from our own.

Niehardt, John, *Black Elk Speaks, Being the Life Story of a Holy Man of the Oglala Sioux*, State University of New York Press, 2008. There are also older editions available through Amazon and the University of Nebraska Press.
- **Perry, Michael, *Population 485*.** This extremely personal essay captures the very personal dimensions of paid, on call firefighting and rescue in a small community. The prose is intimate and striking, touching on themes of life and death well beyond the incident scenes

Perry, Michael, *Population 485*. Harper Perennial Press, 2007.
- **Philbrick, Nathaniel, *In the Heart of the Sea*.** A powerful, historical account of the sinking of the Whaleship Essex and subsequent travails of her crew, who set out in three open whaleboats to

traverse the vast Pacific. The text reveals the pros and cons of different leadership styles, and especially underscores the ways in which our prejudices can negatively influence our decisions. It is also an extraordinary story, exceedingly well-told.

Philbrick, Nathaniel, *In the Heart of the Sea*. Penguin Books, 2001.

- **Phillips, Donald T., *Lincoln on Leadership*.** This modern classic text is both highly relevant and highly engaging. The author became captivated by Abraham Lincoln as a leader, a human being, and a myth. The book arises from his extensive research, informed by his own experience as a leader. Each chapter addresses a theme, using stories from Lincoln's life to illustrate practical, meaningful leadership lessons.

Phillips, Donald T., *Lincoln on Leadership: Executive Strategies for Tough Times*. Warner Books, 1993

- **Pink, Daniel, *Drive*.** This is a singularly compelling look at human – humane – motivation (and therefore, leadership). Pink faithfully draws upon multiple research studies and perspectives to craft an account of intrinsic motivation, drive that leads to extraordinary performance and meaningful lives. Hint: except under narrow circumstances, carrots and sticks can do more harm than good.

Pink, Daniel H., *Drive: The Surprising Truth about What Motivates Us*. Riverhead Books, 2011.

- **Salka, John, *First In, Last Out: Leadership Lessons from the New York Fire Department*.** While the insights aren't earth-shattering, Salka's credentials as an FDNY battalion chief and veteran of the 9/11 response and ongoing "overhaul" lend credibility to some solid ideas about strategic and tactical leadership.

Salka, John, *First In, Last Out: Leadership Lessons from the New York Fire Department*. Portfolio Trade, 2005

- **Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*.** This classic work presents an approach for building and leading organizations that learn and improve over time. It amounts to an alternative model for management that reflects the knowledge, rather than industrial, age.

Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*. Doubleday, Revised and Updated edition, 2006

- **Sledge, E.B., *With the Old Breed*.** A Marine's lucid, candid account of the battles of Peleliu and Okinawa teaches us about courage and resilience in the face of almost unimaginable adversity. Sledge also offers powerful insight into followership, and into the features of command most admired by dedicated followers under the most extreme circumstances. Not for the squeamish.

Sledge, E.B., *With the Old Breed: At Peleliu and Okinawa*. Presidio Press, 2007

- **Snyder, Steven, *Leadership and the Art of Struggle*.** In this new book (published in 2013), leadership consultant and Microsoft veteran Steven Snyder lays out a rich, comprehensive

approach for leaders to consciously grow and thrive through adversity. Snyder presents a wide range of techniques, illustrated by stories from his research, organized in terms of a fairly complex framework. Readers may end up picking some recommendations and discarding others, but they will find useful insights throughout the book.

Snyder, Steven, *Leadership and the Art of Struggle: How Great Leaders Grow through Challenge and Adversity*. Berrett-Koehler Publishers, 2013

- **Sun Tzu, *The Art of War***. Master Sun offered a great deal of advice, and leaders can learn most by reflecting on his observations on the critical nature of preparedness, and the need for ongoing situational awareness. This book is part of the business folk culture, which also raises questions about strengths and weaknesses of the business/war metaphor.

Sun Tzu, *The Art of War*. Oxford University Press, 1972

- **Sutton, Robert, *The No Asshole Rule***. The author defines assholes as those who diminish or demean those with less status or power, what we might also think of as bullying. He does a great job of describing bad behavior and its corrosive effects on an organization. He does an even better job encouraging us to curb our own asshole instincts and never to tolerate those behaviors in others.

Sutton, Robert, *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't*. Business Plus, 2010

- **Tasler, Nick, *Why Quitters Win. Decide to be Excellent***. Tasler provides a highly readable, compelling argument for being thoughtful and self-aware in our decisions, and focused in our actions. His recommendations are relevant, action-oriented, and grounded in sound research.

Tasler, Nick, *Why Quitters Win: Decide to be Excellent*. Motivational Press, 2013

- **Terkel, Studs, *Working***. Terkel, a venerable journalist and political radical, interviewed hundreds of people from all walks of life in the nature of and meaning of work. The work consists of excerpts from those interviews and framing essays by the author. By that description, this work may not sound promising, but it is fabulous.

Terkel, Studs, *Working: People Talk About What They Do All Day and How They Feel About What They Do*. The New Press, 2007

- **Weick, Karl E. and Kathleen M. Sutcliffe, *Managing the Unexpected***. This book offers remarkable insight and practical guidance on how to make your organization more resilient: resistant to crisis and capable of recovery from it. It is exceedingly well-researched and equally well-written.

Weick, Karl. E. and Kathleen M. Sutcliffe, *Managing the Unexpected: Assuring High Performance in an Age of Complexity*. Jossey-Bass, 2001

- **Zimbardo, Philip, *The Lucifer Effect: Understanding How Good People Turn Evil*.** Zimbardo is a psychologist who uses examples ranging from the famous 1971 Stanford (simulated) Prison Experiments to the (all-too-real) abuses of prisoners at Abu Ghraib to illustrate how social factors and other circumstances can "lead good people to engage in evil actions." The book offers a powerful insight, including guidance on how we can reinforce and sustain our moral commitments despite these very real and common dangers.

Zimbardo, Philip, *The Lucifer Effect: Understanding How Good People Turn Evil*. Random House Trade Paperback, 2008

Learn more about our ethical leadership development programs at www.ethinact.com. We also welcome comments through that Website.

"What a long, strange trip it's been...." – "Truckin'", by the Grateful Dead