

Annotated Bibliography for Directors, Managers, and Fiscal Officers

Individuals who work in the public sector in positions of leadership and management can find numerous sources of information that address management strategies, building partnerships, developing systems of accountability, and leading organizational change. This annotated bibliography, developed for program directors, managers, and fiscal officers, provides an overview of literature that addresses management styles, accountability and collaboration in the workplace, fiscal management, finding common ground in organizations, governance, leadership, process consulting, and strategic planning. Included is a full citation and brief description of each publication.

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Accountability

Accountability. Rob LeBow, Randy Spitzer. Berrett-Koehler Pubs. 2002.

The authors show how to transform a business by replacing the control and manipulation that typically characterize the workplace with personal accountability. The book helps readers determine the level of accountability that exists in a company; it also discusses the Seven S's of Accountability.

The Integrity Advantage. Adrian Gostick, Dana Telford. Gibbs M Smith. 2003.

With The Integrity Advantage the authors establish a burning platform--that personal integrity is a proven competitive advantage in business. Prominent business leaders discuss the role integrity has played in their successes, and offer examples of the importance of integrity in business today. Not merely a collection of essays, the authors also share an effective system of decision-making designed to help anyone implement integrity into every action.

Levers of Organization Design: How Managers Use Accountability Systems for Greater Performance and Commitment. Robert L. Simons. Harvard Business School Press. 2005.

The design of an organization--the accountability system that defines roles, rights, and responsibilities throughout the firm--has a direct impact on the performance of every employee. Yet, few leaders devote focused attention to how this design is chosen, implemented, and adjusted over time. Robert Simons argues that by viewing design as a powerful and proactive management lever--rather than an inevitable outcome of corporate evolution--leaders can maximize productivity across every level of the organization.

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Collaboration and Community Building

Building School-Community Partnerships: Collaboration for Student Success. Mavis G. Sanders. Corwin Press. 2005.

This sharp, insightful book serves as an excellent resource for educators seeking to establish school-community partnerships to achieve goals for their schools and the students, families, and communities they serve. Schools can collaborate with a wide variety of community partners to obtain the resources they need to achieve important goals for students' learning.

Collaboration: Using Networks and Partnerships (The IBM Center for the Business Government Book Series). John M. Kamensky. Rowman & Littlefield Publishers, Inc. 2004.

As government faces more complex problems, and citizens expect more, the way government delivers services and results is changing rapidly. The traditional model of government agencies administering hundreds of programs by themselves is giving way to one-stop services and cross-agency results. This translation implies collaboration--within agencies; among agencies; among levels of governments; and among the public, private, and nonprofit sectors.

Collaborative Teaming. Martha E. Snell, Rachel Janney, Johnna Elliott. Paul H. Brookes Publishing Co. (2nd edition). 2005.

Collaborative teaming is the glue that holds an inclusive school together, but most teachers don't get the training they need to put this critical process to work. Schools can fulfill that need with the new edition of this book, an easy-to-use guide to forming effective collaborative teams that help stimulate students' academic progress and social behavior in general education.

Future Search: Getting the Whole System in the Room for Vision, Commitment, and Action. Marvin Weisbord, Sandra Janoff. Berrett-Koehler Publishers. 2010.

A Future Search is a meeting that uniquely enables people to take down the walls that keep them apart. This book details this highly successful way for organizations and communities of various types to apply global thinking and democratic values to achieve rapid, whole-systems improvement.

Wikinomics: How Mass Collaboration Changes Everything. Don Tapscott, Anthony D. Williams. Portfolio Hardcover Publishers. 2003.

The basis of wikinomics is the more your organization lets outsiders in, or even turns the organization over to the masses, the more new ideas are generated and the more problems are solved. These open systems can produce faster and more powerful results than the traditional closed proprietary systems that have been the norm for private industry and educational institutions. In just the last few years, traditional collaboration—in a meeting room, a conference call, even a convention center—has been superseded by collaborations on an astronomical scale. Smart organizations can harness collective capability and genius to spur innovation, growth, and success

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Fiscal Management

The Business of Child Care: Management and Financial Strategies. Gail Jack. Delmar Thomson Learning. 2004.

With the particular focus on managing enrollment, recruiting and retaining staff, budgeting, financial record keeping, and decision making, this book details the critical business elements

needed to run a child care center as a financially stable enterprise. The accompanying CD-ROM offers easy to follow financial spreadsheets that can be implemented in any child care setting.

Fiscal Management: Public Sector, Governance, and Accountability. Anwar Shaw (editor). World Bank Publications. 2005.

The key message of the New Institutional Economics is that incentives matter. In the public sphere, incentives for public servants and policymakers are derived from the countries accountability framework the rewards, sanctions, and measurement of performance that shape public sector performance. Fiscal Management and Accountable Public Governance applies this fundamental insight to fiscal/budgetary analysis and public service delivery, giving the reader tools and real world examples from around the globe of institutional arrangements to help citizens hold government accountable for their performance.

Managing Risk in Nonprofit Organizations: A Comprehensive Guide. Melanie L. Herman, George L. Head, Toni E. Fogarty, Peggy M. Jackson. Wiley (1st Edition). 2003

This guide addresses a very important topic for nonprofits in today's changing and uncertain economic environment. The authors define risk as "...a measure of the possibility that the future may be surprisingly different from what we expect." The authors identify the various categories of assets for which a nonprofit can experience unexpected loss or damage: people, property, income and reputation. It does a commendable job of identifying the sources and types of potential losses within each of these categories, and the processes and strategies an organization can use to assess these risks and gain protection from them.

Preparing a Budget. Harvard Business School. Harvard Business School Press. 2009.

A budget is a financial action plan for an organization. This guide will teach you how to forecast future business results, reconcile those forecasts to organizational goals, and fine-tune your budget over time. From the Pocket Mentor series, this book is packed with handy tools, self-tests, and real life examples to help you identify strengths and weaknesses and hone critical skills.

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Governance

Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations Third Edition. John Carver. Jossey-Bass Inc., Pubs. 2006.

John Carver's groundbreaking Policy Governance model has influenced the way public and nonprofit boards operate around the world. Now, as widespread experience with the model accumulates, Carver enriches his definitive exposition with updated policy samples, a new chapter on the process of policy development, and additional resources for various types of boards.

Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard P. Chait, William P. Ryan, Barbara Taylor. Wiley, John, & Sons, Inc. 2004.

Written by noted consultants and researchers attuned to the needs of practitioners, Governance as Leadership redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more macro governance in exchange for less micromanagement.

The Nonprofit Policy Sample. Barbara Lawrence, Outi Flynn. BoardSource (2nd Edition). 2006.

The Nonprofit Policy Sampler is designed to help board and staff leaders advance their organizations, make better collective decisions, and guide individual actions and behaviors. This tool provides key elements and practical tips for 48 topic areas, along with more than 240 sample policies, job descriptions, committee charters, codes of ethics, board member agreements, mission and vision statements, and more.

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Leadership

Building the Bridge as You Walk on It: A Guide for Leading Change. Robert E. Quinn. Jossey-Bass. 2004.

Building the Bridge As You Walk On It tells the personal stories of people who have embraced deep change and demonstrate what the author calls a new model of leadership—"the fundamental state of leadership." Anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity—reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love.

Emotional Intelligence 2.0. Travis Bradberry and Jean Greaves. TalentSmart. 2009.

For the first time, TalentSmart® unveils its step-by-step program for increasing emotional intelligence via 66 proven strategies that teach: self-awareness; self-management; social awareness; and relationship management. The book also includes access to the new, enhanced online edition of the world's most popular EQ test—the Emotional Intelligence Appraisal®—which pinpoints the strategies that will increase your EQ the most and tests your EQ a second time to measure your progress.

Leaders Make the Future: Ten New Leadership Skills for an Uncertain World. Bob Johansen. Berrett-Koehler Publishers. 2009.

In this book the author outlines the top 10 new skills leaders will need to cope with a future characterized by volatility and uncertainty. The old leadership techniques will no longer be effective to move organizations forward in the rapidly changing business, societal, and political landscapes. Leaders who have the skills needed to deal with volatile change see upheaval as a special opportunity to advance their companies into the future.

Now Discover Your Strengths. Marcus Buckingham, and Donald O. Clifton. TalentSmart. 2001.

The authors say developing a clear understanding of strengths and how to build them is key to success in careers and organizations. The Gallup Organization has created a program to help readers identify their natural talents and build them into strengths. Just as we maintain health by studying disease, we have tried to develop employees and managers by reducing weaknesses rather than developing strengths. Based on open-ended interviews and psychological profiles of more than two million "excellent performers," the authors have derived thirty-four talent themes. To excel in your chosen field and to find lasting satisfaction in doing so, you will need to understand your strengths and become an expert at finding, describing, applying, and refining your strengths.

Primal Leadership and the Role of Listening in Emotional Intelligence, Part II. Daniel Goleman, Richard Boyatzis, Annie McKee. Harvard Business School Press, 2002.

The authors identify four emotional intelligence domains: self awareness, self management, social awareness, relationship management. These domains bridge 18 leadership

competencies, the majority of which depend upon skills in listening to one's self and to others. Theories set forth in Primal Leadership suggest that advanced listening techniques are essential to learning to become an effective leader.

Reframing Organizations: Artistry, Choice, and Leadership. Lee G. Bolman, Terrence E. Deal. Jossey-Bass (4th Edition). 2008.

Organizations are complex entities, often difficult to understand. Many factors make organizational life complicated, ambiguous, and unpredictable. The biggest challenge for managers and leaders is to find the right way to frame our organizations in a world that has become more global, competitive, and turbulent. The book by Bolman and Deal is a marvelous work on understanding how organizations function. It also provides practical suggestions for reframing organizations in order to adapt them better to current business realities.

Strength Finder 2.0. Tom Rath. Gallup Press. 2007.

Strengths Finder 2.0 is a simple guide to the 34 Strength Themes developed by the Gallup organization as a result of a 2001 study. The 34 themes represent a breakthrough in the search for useful terminology in the area of talent development. When coupled with the online Strengths Finder test, the book is a powerful way to find work that aligns with one's core values, or to find increased satisfaction in one's current work life.

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Learning Organizations

The Fifth Discipline The Art and Practice of the Learning Organization. Peter M. Senge. Currency Books (Revised Edition). 2006.

The book Fifth Discipline is Peter Senge's account of the learning organization. For Senge, five disciplines are necessary to bring about a learning organization—personal mastery, mental models, shared vision, team learning, and systems thinking. Systems thinking is the discipline that integrates all five disciplines. Each discipline is briefly explored with emphasis placed on systems thinking. Senge's concern with localness and openness is also touched upon.

Ten Steps to a Learning Organization. Peter Kline, Bernard Saunders. Great River Books (2nd Edition). 2010.

Beginning with a no-holds-barred assessment to pinpoint trouble spots and strengths in your own organization, Ten Steps maps the critical path to renewal using practices that have worked as effectively on shop floors as in corporate boardrooms. Filled with games, exercises, assessment tools, empowerment techniques and other strategies; this book has the power to transform the workplace at a highly active level.

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Management

25 Essential Lessons for Employee Management. Dennis L. DeMay. Facts on Demand Press. 2001.

25 Essential Lessons for Employee Management cuts through conventional practices and provides managers, whether they supervise 3 to 3,000 employees, with easy-to-apply techniques that guide them through four essential processes: the hiring process; new employee integration; managing problems and problems employees; as well as abiding by law including FCRA.

Crucial Conversations: Tools for Talking When Stakes Are High. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, Stephen R. Covey. McGraw-Hill. 2002.

Based on the authors' highly popular DialogueSmart training seminars, the techniques are geared toward getting people to lower their defenses, creating mutual respect and understanding, increasing emotional safety, and encouraging freedom of expression. Among other things, readers also learn about the four main factors that characterize crucial conversations, and they get a powerful six-minute mastery technique that prepares them to work through any high impact situation with confidence.

The First 90 Days: Critical Success Strategies for New Leaders at All Levels. Michael Watkins. Harvard Business School Press. 2003.

This is, essentially, practical advice about undertaking new opportunities and understanding new vulnerabilities, quickly and without much upheaval. Different steps--sometimes simultaneously, sometimes sequential-- define success in the first three months, from promoting yourself (i.e., taking charge fast) to keeping your balance.

Love 'Em or Lose 'Em: Getting Good People to Stay. Beverly Kaye, Sharon Jordan-Evans. Berrett-Koehler Publishers (3rd Edition). 2005.

Because finding the ideal person for every workplace position has become an increasingly difficult task, the retention of top employees has become every manager's concern. Love 'Em or Lose 'Em, by organizational-development specialists Beverly L. Kaye and Sharon Jordan-Evans, proposes that this "race for talent" can be effectively run only by those who adopt programs and policies that truly support their personnel. It then shows how to do so, even in organizations reluctant to participate actively.

Managing the Non-Profit Organization: Principles and Practices. Peter Drucker. HarperBusiness (2nd Edition). 1992.

The book provides examples and explanations of mission, leadership, resources, marketing, goals, people development, and decision-making. It includes interviews of nine experts that address key issues in the non-profit sector.

The One Thing You Need to Know. Marcus Buckingham. Free Press. 2005.

Clearly written, informative, and enjoyable, the book aims to motivate readers to act--not just think--differently by providing concrete examples and specific lessons. And it need not be confined to the office--the concepts outlined in these pages can help people feel more fulfilled and productive in all aspects of life.

The Practice of Management. Peter Drucker. HarperBusiness (2nd Edition). 1993.

The first book to depict management as a distinct function and to recognize managing as a separate responsibility, this classic work by Peter Drucker is the fundamental and basic book for understanding these ideas. An examination of entrepreneurial management, business strategy and risk-taking; an international best-seller for 30 years.

Shine: Using Brain Science to Get the Best from Your People. Edward M. Hallowell. Harvard Business Press. 2011.

The more a manager can help the people who work for him or her to shine, the greater that manager will be and the greater the organization as a whole. In Shine the author draws on brain science, performance research, and his own experience helping people maximize their potential to present a proven process for getting the best from employees.

Social Learning Handbook. Jane Hart. Centre for Learning & Performance Technologies. 2011.

This book makes the case for social learning in the workplace as an adjunct to formal learning and is helpful in making sense of the different ways to look at learning. The first half of the book presents the argument for social learning and provides a number of ways of making sense of the phenomenon. The second half of the book presents 30 ways to use social media to work and learn smarter.' The author is publishing through Lulu, a print-on-demand service, which allows her to update the manuscript at any time.

The Visionary Director: A Handbook for Dreaming, Organizing, & Improvising in Your Center. Margie Carter, Deb Curtis. Redleaf Press (2nd Edition). 2009.

An inspiring and practical guide to creating a larger vision in early child care, this popular professional development tool has been thoroughly revised and offers a concrete framework for organizing an early childhood center director's ideas and work. Updated and expanded, it reflects new requirements and initiatives for center directors and addresses topics including cultivating a vision, developing "systems thinking" for management roles, implementing principles and strategies for mentoring, building a learning community for adults and children, and bringing visions to life. The Visionary Director provides directors with information to perform their jobs with motivation and creativity.

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Process Consultation

Process Consultation: Its Role in Organization Development. Edgar H. Schein. Prentice Hall (2nd edition). 1988.

This book was originally written to communicate to the author's academic colleagues what he did when he went to work with a company and to describe for consultants and managers his view of important events that occurred in organizations.

Process Consultation: Lessons for Managers and Consultants, Volume 2. Edgar H. Schein. Prentice Hall. 1987.

This book, intended for experienced consultants and managers, reaffirms the concept of process consultation as a viable model of how to work with human systems. Included are such topics as cultural rules of interaction; initiating and managing change; intervention strategy; tactics and style; and emerging issues in process consultation. Volume 2 is an invaluable resource for anyone involved in the management of human processes in organization.

Process Consultation Revisited: Building the Helping Relationship (Addison-Wesley Series on Organization Development). Edgar H. Schein. 1998.

The latest edition to the Ed Schein's well-loved set of process consultation books, this new volume builds on the content of the two that precede it and explores the critical area of the helping relationship. Process Consultation Revisited focuses on the interaction between consultant and client, explaining how to achieve the healthy helping relationship so essential to effective consultation.

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Strategic Planning

Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World. David La Piana. Fieldstone Alliance . 2008.

The focus of traditional strategic planning is to produce a formal written document, within a preset time frame, to endure for a predetermined length of time, usually three years. This focus is just not compatible with the formation of effective strategy in a nonprofit functioning in the rapid-response real world of today. To address this problem, the author led a four-year research effort resulting in the Real-Time Strategic Planning methodology that engages participants, addresses the Big Questions facing the organization, and creates an atmosphere where ongoing strategic thinking and acting can flourish.

Strategy Maps: Converting Intangible Assets into Tangible Outcomes. Robert S. Kaplan, David P. Norton. Harvard Business School Press. 2004.

Kaplan and Norton argue that the most critical aspect of strategy-implementing it in a way that ensures sustained value creation—depends on managing four key internal processes: operations, customer relationships, innovation, and regulatory and social processes. The authors show how companies can use strategy maps to link those processes to desired outcomes; evaluate, measure, and improve the processes most critical to success; and target investments in human, informational, and organizational capital.

Strategic Planning for Nonprofit Organizations. Michael Allison, Jude Kaye. Wiley (2nd Edition). 2003.

For strategic planning to be effective in the nonprofit setting, a variety of issues must be considered, including the relationship between board and staff, limited resources, and more. Packed with real-world insights, planning tips, common misperceptions, pitfalls to avoid, and other useful pointers, this Second Edition and its companion Web site make planning easy for nonprofit managers by providing a six-step approach to strategic planning, field-tested worksheets, and a real-life case study that takes readers through the entire process of successfully creating and implementing a strategic plan.

Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. John M. Bryson. Jossey-Bass (3rd Edition). 2004.

When it was first published more than sixteen years ago, John Bryson's Strategic Planning for Public and Nonprofit Organizations introduced a new and thoughtful strategic planning model. Since then it has become the standard reference in the field. In this completely revised third edition, Bryson updates his perennial bestseller to help today's leaders enhance organizational effectiveness. This new edition features the Strategy Change Cycle—a proven planning process used by a large number of organizations and offers detailed guidance on implementing the planning process.

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Additional Titles

Brain Rules: 12 Principles for Surviving and Thriving at Work, Home, and School. John Medina. Pear Press. 2008,

The author explores how the brain sciences influence the way we teach our children and the way we work. In each chapter, he describes a brain rule—what scientists know for sure about how our brains work—and then offers transformative ideas for our daily lives.

The Checklist Manifesto: How to Get Things Right. Atul Gawande. Metropolitan Books. 2009.

No matter how expert you may be, well-designed check lists can improve outcomes. But before long it becomes clear that he is really interested in a problem that afflicts virtually every aspect of the modern world—and that is how professionals deal with the increasing complexity of their responsibilities. In making his argument, the author weaves in examples of checklist successes in diverse fields like aviation and skyscraper construction. He maintains that checklists not only help pilots and builders get the stupid stuff right, but foster the communication required to deal with the unexpected.

The Tipping Point: How Little Things Can Make a Big Difference. Malcolm Gladwell. Back Bay Books. 2002.

The processes and mechanisms by which some trends achieve exponential popularity while others sputter and fade into oblivion have long been thought to be mysterious and resistant to analysis. However, Gladwell's central argument is that there are actually a number of patterns and factors that are at play in virtually every influential trend, ranging from the spread of communicable diseases to the unprecedented popularity of a particular children's television show. If you analyze the evolution of any major phenomenon, the author suggests, you will find that the processes involved are strikingly similar.

The Consultant's Calling: Bringing Who You Are to What You Do. Revised Edition. Geoffrey M. Bellman. 2001.

Revised and updated for consulting in the twenty-first century, this new edition is for anyone who wants to know what consulting is really like as a career, as a living, and as a life. Geoffrey Bellman reveals how to make the job rewarding both financially and personally as he examines the practical issues of managing time, clients, and money as well as such broader concerns as how to balance work with family life. At once practical and personal, this book is for all types of consultants, all those who work with consultants, and all those who dream of being consultants.

Nonprofits' Guide to the Power of Appreciative Inquiry. Carolyn J. Miller, Christina R Aguilar, Linda Maslowski, Donna McDaniel, Michael J. Mantel. Community Development Institute. 2004.

This book provides a variety of sample questions in many topic areas useful for nonprofits (e.g. fundraisers, boards, volunteers, etc.) as well as a theoretical background of the use of AI in nonprofits and other organizations. It presents an emerging model for organizational theory of "organizations as a network of conversations".

Presentation Zen: Simple Ideas on Presentation Design and Delivery. Garr Reynolds. New Riders Press 2008

Presentation designer and internationally acclaimed communications expert Garr Reynolds, shares his experience in a provocative mix of illumination, inspiration, education, and guidance that will change the way you think about making presentations with PowerPoint or Keynote. Presentation Zen challenges the conventional wisdom of making "slide presentations" in today's world and encourages you to think differently and more creatively about the preparation, design, and delivery of your presentations.