

Professional Reading List

This Professional Reading List is based on literature found in the COS of the Army's Reading List, academia, and best practices.

Advocacy

Consensus Building: Keys to Success IQ Report

Consensus-building is critical to a vibrant democracy and essential for long-term stability and success of city and county organizations. This report describes various levels of consensus, misunderstandings about what consensus means, and the fact that consensus is based on trust and shared vision. It details general techniques for building consensus and provides specific guidance when issues are professional or become personal. Failure of consensus building can be caused by several factors, and hiring an outside consensus builder is sometimes the solution. The report concludes with a short discussion of consensus building as a necessary skill for the local government manager of the future.

2004. 16 pages. ICMA Printed Report Item # 43042, E-Document Item # E-43219

Building Coalitions/Communications

Smart Democracy: How to Engage Citizens IQ Report

Many local leaders are putting new emphasis on mobilizing citizens for dialogue, deliberation, and collaborative problem solving—a trend called “democratic governance” that is a fundamental shift in the way citizens and governments interact. Democratic governance gives citizens the opportunity to compare experiences and consider a range of options, and leads to change in a variety of ways, from increasing volunteerism to informed policy making. This report introduces democratic governance and outlines the most successful principles and strategies now emerging from local civic experiments. Includes an appendix and a list of resources.

2004 19 pages. ICMA Printed Report Item #43041, E-Document Item # E-43218

Business Improvement

Attaining a Wise Outcome: Problem-Solving for Public Officials

This handbook on improving problem-solving skills for managers provides ten case studies and a framework for problem resolution. (Written and designed by Southwestern Pennsylvania Commission. Paperback.

2002. 80 pages. ICMA Item # 42808

Inside the Raging Kingdom - Thomas M. Connellan

Based on hours of interviews and discussions with present and former Disney employees, Inside the Magic Kingdom discloses the secrets behind the theme park's success and explains why more than two-thirds of its 30 million guests are repeat customers. An excellent read for those interested in learning how to have a customer-focused organization.

Change Management

Managing for Continuous Improvement: Chesterfield County, Virginia IQ Report

This report documents the experience of one local government that adopted total quality improvement (TQI) principles in the early 1990s, committed resources to implementing them, and built on its successes from year to year.

1999. 15 pages. ICMA Printed Report Item # 42398, E-Document Item # E-43033

Strategic Planning: A New Perspective for Public Managers IQ Report

This report examines why strategic thinking and planning are often problematic; the report then describes a practical new approach that provides a framework for success.

2002. 20 pages. ICMA Printed Report Item # 42788, E-Document Item # E-43052

Transformation under Fire: Revolutionizing How America Fights - Douglas A. Macgregor

Building on the success of his first work, *Breaking the Phalanx*, the author lays out a blueprint for revolutionary change in how America's Army is organized and fights. Macgregor argues that America needs a radically different military force to fight the global joint expeditionary warfare required by the Global War on Terrorism. This book is an interesting, if controversial, prescription that has many followers in today's Army. *Transformation Under Fire* is important reading for Senior Army leaders, providing a starting point for any discussion on transformation. 320 pages; September 2003

Customer Service

Customers for Life - Carl Sewell

It's a well-known fact among major executives: Carl Sewell turns onetime buyers into lifetime customers. Now, with this straightforward guide to entrepreneurial excellence, you can too. It all begins with Sewell's Ten Commandments of Customer Service, garnered from years of experience, and an approach to salesmanship that works across the board -- from how to underpromise and overdeliver by making their systems your own. Whether you're in a large corporation or just starting out, Sewell's proven methods will invigorate your enterprise -- and your future -- as you learn how to gain Customers For Life.

208 pages; Sep 1990

Raving Fans: A Revolutionary Approach to Customer Service – Ken Blanchard and Sheldon Bowles

Written in the parable style of *The One Minute Manager* by its co-author, *Raving Fans* uses a brilliantly simple and charming story to teach how to define a vision, learn what a customer really wants, institute effective systems, and make stunning customer service a constant feature -- not just another program of the month. "Your customers are only satisfied because their expectations are so low and because no one else is doing better. Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create Raving Fans." This, in a nutshell, is the advice given to a new Area Manager on his first day -- in an extraordinary new business book that will help everyone, in every kind of organization or business, deliver stunning customer service and achieve miraculous bottom-line results.

Ethics and Standards of Conduct

The Ethics Edge Book

This book is a collection of the best articles available covering contemporary insights and ideas on management practice in ethics. Practical Management Series Paperback Book.

1998. 246 pages. ICMA Item # 42330

Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff,

and the Lies That Led to Vietnam - H.R. McMaster

In this important book, the author argues persuasively that President Johnson wanted to fight the war on poverty, not the war in Vietnam, and that he made decisions he believed would allow him to do both. *Dereliction of Duty* is a cautionary tale about how the military and its civilian leadership failed at the highest levels.

480 pages; April 1998

Preparing the Next Generation: A Guide for Current and Future Local Government Managers

This E-Document assembles the thoughts and perspectives of nine local government management professionals who recount their experiences, and set out development strategies for aspiring managers. Includes a list of best practices to support young talent.

2003. Free E-Document, ICMA Item #E-43132

Fraud, Waste & Abuse Prevention

Whistleblowing at Work: Tough Choices in Exposing Fraud, Waste and Abuse on the Job - Terance D. Miethe

Using data from personal interviews and surveys of employees in various work settings, this book examines whistleblowing - the reporting by employees and former employees of illegal, unethical, and otherwise inappropriate conduct to someone who has the power to take corrective action - and its individual and organizational consequences. The book concludes with a summary of strategic choices and practical advice for persons who are considering whether and how to report organizational misconduct.

Garrison Cost Management

Bulletproof RFPs IQ Report

This report details how to avoid RFP disasters--failed projects, massive cost overruns, and unanticipated results. Include examples and templates from state and local governments.

2003. 20 pages. ICMA Printed Report Item # 42867, \$16.95; E-Document Item # E-43066

Capital Budgeting and Finance: A Guide for Local Governments

A current, comprehensive, and detailed how-to manual for planning and financing successful capital projects; clearly explains and illustrates capital budgeting approaches and methods.

Paperback Book. 2004. 424 pages. ICMA Item # 42983

Doing More With Less InfoPak

This InfoPak is a compilation of informative articles on how local government practitioners can cope, and are coping, with the effects of a down economy.

ICMA InfoPak. 2004. 150 pages. ICMA Item # 43080

Evaluating Financial Condition: A Handbook for Local Government, fourth edition

Evaluating Financial Condition: A Handbook for Local Government is a completely revised 4th edition of ICMA's classic book on building fiscal sustainability. This new edition was developed in close cooperation with (GFOA) and management practitioners. The new handbook reflects changes brought to public finance by (GASB) Statements 34 and 27, as well as the experience of local governments over the past two decades.

This system for monitoring and reporting financial trends is a must-have tool for the manager or finance director when resources are running short. *Evaluating Financial Condition* presents a

comprehensive system for monitoring financial trends, provides benchmarks and guidance for analyzing those trends, and recommends management practices and legislative policies to keep local government finances on an even keel through economic, political, and local growth cycles. Easy-to-understand charts and graphs help explain the future effects of current policies and practices. Forty-two indicators of financial condition are presented and discussed, with worksheets and suggestions for data collection and analysis. Appendices provide sample policy statements, analytical techniques, and instructions for simple trend analysis using Microsoft® Excel.

Spiral-Bound Paperback Book. 2003. 225 pages. ICMA Item #42856

Fiscal Distress: Prescriptions for Good Management in Bad Times IQ Report

A collection of seven case studies illustrating strategies for reducing costs, maintaining service levels in the face of financial crisis, and winning citizen approval for tax and fee increases.

2003. 16 pages. ICMA Printed Report Item # 42866, E-Document Item # E-43065

Management Policies in Local Government Finance, fifth edition – Book and Study Guide

This definitive text covers financial management principles and practices. Written by experts, it is a comprehensive desk reference for anyone responsible for financial management in local government. Municipal Management Series Hardback. 2004. 624 pages. Item # 43062, \$49.95. The study guide complements the finance textbooks and is an aide to understanding the materials. Includes unit tests, final exam and retest.

Study Guide – 2004. 338 pages. ICMA Item #43061

History/Traditions of the Army

The Old Army- A Portrait of the American Army in Peacetime (1784-1898) -

Edward M. Coffman

This book focuses on Army Life over its first century and not on its fights. It tells how Soldier's and their families lived (Quality of Life). It describes how garrisons were built, operated and closed. It describes the impact of garrison life on families and Soldiers.

THE REGULARS - The American Army (1891-1941) - Edward M. Coffman

This book is a sequel to THE OLD ARMY and continues the story from the turn of the century to the beginning of the Second World War.

SUPPLYING TROOPS - General Somervell and the American Logistics in World War II - John Kennedy Ohl

This book is part a biography of General Somervell and part a history of the birth of the Army Services Forces. The Army Services Forces built many of the Installations we use today. It also describes how the Army provided for the Quality of Life for Soldiers before and during World War II. This book can also be used to study General Somervell's organizational style. His use of the Control Section, the forerunner to what we call the PAIO today. In sum, General Somervell was the Army's first Director of Installation Management.

Installation Support

DANCING WITH THE TIGER - Learning Sustainability Step by Natural Step - Brian Natrass and Mary Altomare

Sustainability is at the forefront of our environmental planning efforts today. This book

describes the planning process for Sustainable Installations of the future.

Leading People

The 360 Degree Leader - John Maxwell

In his nearly thirty years of teaching leadership, John Maxwell has encountered this question again and again: How do I apply leadership principles if I'm not the boss? It's a valid question that Maxwell answers in *The 360 Degree Leader*. You don't have to be the main leader, asserts Maxwell, to make significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization. By applying Maxwell's principles, you will expand your influence and ultimately be a more valuable team member.

The Balanced Scorecard - Robert S. Kaplan and David P. Norton

The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

Good to Great - Jim Collins

Based on a five-year research project, *Good to Great* answers the question: "Can a good company become a great company, and, if so, how?" True to the rigorous research methodology and invigorating teaching style of Jim Collins, *Good to Great* teaches how even the dowdiest of companies can make the leap to outperform market leaders the likes of Coca-Cola, Intel, General Electric, and Merck.

The Leadership Challenge - James M. Kouzes and Barry Z. Posner

This book provides a leadership model not based on power. It draws on questionnaires and surveys of over 3000 leaders to develop five fundamental practices of exemplary leadership: challenge the status quo; inspire a shared vision; enable others to act; model the way forward by setting an example; and tapping individual's inner drive by linking rewards and performance. Mr. Kouzes is a renowned speaker and teacher in the field of leadership.

Organizational Culture and Leadership - Edgar H. Schein

Focusing on the complex business realities of the '90s, organizational development pioneer Edgar H. Schein updates his influential understanding of culture, and lucidly demonstrates the crucial role leaders play in successfully applying the principles of culture to achieve their organizations' goals. Schein shows how to identify, nurture, and shape the cultures of organizations in any stage of development, and presents critical new learnings and practices in the field, including additional work on subcultures. The result is a vital aid to understanding and practicing organizational effectiveness.

Local Community Relations

Building Citizen Involvement: Strategies for Local Government Training Workbook

This training workbook, developed jointly by ICMA and the National League of Cities (NLC), is designed to give elected and appointed local government officials the information, tools, and skills needed to be effective in promoting citizen involvement and community problem solving. This comprehensive training tool: outlines the building blocks for creating a collaborative environment, explores your changing leadership role in this environment, shows how to engage citizens in policy making, presents ten practical steps for connecting citizens to government, describes how and when to select an outside facilitator, and provides examples of new techniques and programs used successfully by local governments.

1997. Spiral Bound Training Workbook. ICMA Item # 41296

Media Relations

Media Relations for Local Governments: Communicating for Results Training Workbook

This workbook helps local officials and staff work effectively with the media and communicate with the public.

1996. Spiral bound training workbook. 104 pages. ICMA Item #42093

Media Relations: The Manager's Role IQ Report

This report explains how local government managers can create better working relationships with the media, using strategic communications planning.

1999. 14 pages. ICMA Printed Report Item # 42546, E-Document Item # E-43044

People Management

First, Break All the Rules: What the World's Greatest Managers Do Differently -

Marcus Buckingham and Curt Coffman

In *First, Break All the Rules*, Marcus Buckingham and Curt Coffman of the Gallup Organization present the remarkable findings of their massive in depth study of great managers. In today's tight labor markets, companies compete to find and keep the best employees, using pay, benefits, promotions, and training. But no matter how generous its pay, or how renowned its training, the company that lacks great front-line managers will suffer. Buckingham and Coffman explain how the best managers select an employee for talent rather than for skills or experience; how they set expectations; how they motivate people by building on each person's unique strengths; and, finally, how great managers find the right fit for each person, not the next rung on the ladder. *First, Break All The Rules* provides vital performance and career lessons for managers at every level.

Human Resource Management in Local Government: An Essential Guide, second edition

Created to serve as a daily desktop reference and a first stop in times of crisis, this book is for every local government manager, assistant manager, and department head who has to make personnel decisions.

2004. Paperback book. 264 pages. ICMA Item # 43081

Continuous Learning: A Leadership Challenge IQ Report

This report presents nine management strategies to build a learning-friendly environment, and twenty-seven ideas for implementing continuous learning in your local government.

2000. 15 pages. ICMA Printed Report Item # 42609, E-Document Item # E-43019

Employee Suggestion Programs IQ Report

This report explains how to set up a successful ESP, legal considerations, and how to overcome common obstacles. Includes instruments for assessing the tangible and intangible benefits of employee suggestions.

2003. 23 pages. ICMA Printed Report Item # 42864, E-Document Item # E-43063

Preventing Workplace Violence IQ Report

Written to help the alert manager prevent or reduce the potential for violence in the workplace.

1999. 12 pages. ICMA Printed Report Item # 42471, E-Document Item # E-43037

Recruiting Key Management Personnel IQ Report

This report describes the resources to help local governments find qualified candidates and suggests ways to interest strong potential candidates in the position while providing for interim management.

2001. 17 pages. ICMA Printed Report Item #42662, E-Document Item # E-43023

Workforce Planning and Development IQ Report

This report will help managers design and evaluate a systematic workforce planning and development program.

2000. 17 pages. ICMA Printed Report Item # 42575, E-Document Item # E-43011

Quality Control

Comparative Performance Measurement: FY2003 Data Report will be published soon

Does Your Government Measure Up?

This easy-to-read primer introduces the bare essentials for good government in areas of finance, public works, parks and recreation, police, assessment, building codes, emergency medical services, personnel, and even Web site development.

2000. Paperback Book. 145 pages. ICMA Item # 42627

Six Sigma Business Scorecard: Creating a Comprehensive Performance Measurement System - Proveen Gupta

Six Sigma Business Scorecard is the first to explore the most critical element of its improvement methodology: performance measurements. Without a strong grasp of performance metrics, a company can have no clear, quantitative indication of its quality improvement. Six Sigma Business Scorecard offers a unique approach to measuring performance. Readers will learn how to track their improvements in quality and profitability -- and make critical adjustments if such improvements are not up to expectations -- while implementing Six Sigma. Written by a longstanding practitioner and a pioneer of Six Sigma methodology, this much-needed guidebook delivers a comprehensive performance measurement strategy allowing you to reap -- and quantify -- the many advantages of Six Sigma.

What is Lean Six Sigma? - Michael George, David Rowlands, and Bill Kastle

Packed with real-life examples, this book reveals the "four keys" of Lean Six Sigma and how they apply to your own job: delight you customers with speed and quality; improve your processes; work together for maximum gain; base decision on data and facts. McGraw-Hill

Books; 2004, paperback, 92 pages.

Strategic Communications

Communications in Local Government: A Business Planning Model IQ Report

This report explains the steps a local government can take to evaluate its communications function and move toward a comprehensive public communications model.

2003. 20 pages. ICMA Printed Report Item# 42862, E-Document Item # E-43061

Ten Steps to Effective Presentations Training Workbook

This workbook will provide you with the skills you need to make dynamic, confident, and persuasive presentations.

1994. Spiral bound training workbook. 127 pages. ICMA Item #40896

Crisis Communications for Local Government Managers IQ Report

This report details 10 steps to effective crisis communications; also a mini-case study, a worksheet for developing crisis messages, and a resources list are also included.

2002. 20 pages. ICMA Printed Report Item # 42792, E-Document Item # E-43056

The Power of Corporate Communications - Paul A. Argenti and Janis Foreman

Corporate communication involves much more than just motivating employees and dispensing good PR. It represents a tool to be leveraged and a process to be mastered. *The Power of Corporate Communication* shows managers and executives how to communicate effectively with fellow employees from the mailroom to the boardroom, and even between organizations and across industries. Fully accessible and refreshingly nonacademic, it creates an easy-to-follow

map of the world of corporate communication, with workplace-tested approaches for addressing common challenges. Written by two leaders in today's corporate communication field Paul Argenti is the author of 1994's groundbreaking *Corporate Communication The Power of Corporate Communication* which is replete with careful analyses and real-world examples and case studies from leading organizations including Sony, Coca-Cola, and GE.