

Bibliography on Leadership & Business

Prepared by Bob Maresca, Chairman, Bose Corporation
Leadership Symposium Panel Speaker, March 2021

Books

Blanchard, Ken and Sheldon Bowles, Gung Ho!, HarperCollins, 1997.

- Worthwhile goal, important role, celebrate together
- Catch people doing things right!

Cialdini, Robert B., Influence: The Science and Practice, Allyn & Bacon, 2001.

- Scarcity, commitment/consistency, Reciprocation, Authority, Liking, Social Proof
- Buy from someone whom you like, more from someone who likes you.

Collins, James C. and Jerry I. Porras, Built to Last, HarperBusiness, 1994.

- Credo, Mission, Guiding Principles lead to long term success
- Clock building vs. Time telling

Collins, James C., Good to Great, HarperBusiness, 2001.

Covey, Steven R., The 7 Habits of Highly Effective People, Simon & Schuster, 1989.

- Seek to understand, before being understood
- Dependent, Independent, Interdependent
- Production vs. Production Capacity; Urgent vs. Important; Clock building vs. Time Telling.

Covey, Steven M.R., The Speed of Trust, Simon & Schuster, 2006.

- Trust = confidence in individual's integrity AND competency
- Quarterback needs to Trust his lineman – character/work ethic/integrity AND Capability/Talent

Fisher, Roger and William Ury, Getting to Yes, Penguin Group, 1981.

- Understand the needs of both parties – Orange sharing story
- Look for win/win solutions

Goleman, Daniel. Emotional Intelligence: why it matters more than IQ, Bantam Books, 1995.

- Subject area knowledge is necessary, but not sufficient for long term success.
- Communication skills, interpersonal skills, empathy are needed to be effective in organizations.

Bradberry and Greaves. Emotional Intelligence 2.0, TalentSmart, 2009

- Self Awareness
- Self Control
- Awareness of Others
- Managing relationships

Kouzes & Posner, The Leadership Challenge, 4th Edition, Jossey-Bass, 2007.

- Honest, Forward looking, Inspiring, Competent
- Over four decades
- Across many cultures around the world

Mortensen, Kurt, Maximum Influence, AMACOM, 2004.

- Ethos, Logos, Pathos – Aristotle 350BC
- Law of Self Esteem

Rath, Tom and Donald O. Clifton, How Full Is Your Bucket, Gallup Press, 2004.

- Bucket of self esteem
- Fill bucket by helping others, community service, learning new skill, making friends, self development.
- Outside factors – awards, being given credit, praise by others.
- Leak is what drives us.

Articles

Collins, Jim. "Level 5 Leadership: The Triumph of Humility and Fierce Resolve." Harvard Business Review, July – August 2005.

Goleman, Daniel. "Leadership That Gets Results." Harvard Business Review, March – April, 2000.

Relevant Quotes Throughout the Ages

Ethos, Logos, Pathos – Key to Influence

Aristotle 350 BC

It is not once nor twice, but times without number that the same ideas make their appearance in the world.

Aristotle 350 BC

We have two ears and one mouth so that we can listen twice as much as we speak.

Epictetus 50 AD

It is impossible for any one to begin to learn what he thinks that he already knows.

Epictetus 50 AD

"Every man is my superior in that I may learn from him." — Thomas Carlyle (1795-1881)

Etymology of the word Sophomore – Sophos means wise in Greek, and Moros means fool.

The picture is one of someone who feels he is wise, but still has much to learn.

The definition is "me at 19"

The greater the difficulty the more glory in surmounting it. Skillful pilots gain their reputation from storms and tempests.

Epictetus 100 AD

Every challenge is also an opportunity
When times get tough, the tough get going
It's an ill wind that doesn't blow somebody some good.
Similar thoughts abound today

The essence of philosophy is that a man should so live that his happiness shall depend as little as possible on external things.

Epictetus 100 AD

The best way to fill your bucket is by working on those things that you can control verses living for external accolades or approval. Choose to help someone else, choose to improve yourself through education, exercise, healthy life style, learning new skills.

Tom Rath – Author of How Full is Your Bucket 2000

We have two ears and one mouth so that we can listen twice as much as we speak.

Epictetus 100 AD

Seek to understand before being understood
Steven Covey –Author of Seven Habits of highly effective people 1990

Who is wise? He that learns from everyone.

Benjamin Franklin 1750

Diligence is the mother of good luck.

Benjamin Franklin 1750

The harder we work, the luckier we get

Dick Egan – Founder of EMC 1995

Speak ill of no man, but speak all the good you know of everybody.

Benjamin Franklin 1750

Catch people doing things right!

Ken Blanchard – Author of Gung Ho and One Minute Manager 1990

Tom Rath – Author of How Full is your bucket 2000

If you have nothing good to say, say nothing at all

Everyone's Grandmother in every generation!

Well done is better than well said.

Benjamin Franklin 1750

Model the Way – Set a good example (Don't be a hypocrite)
Kauzens and Posner – The Leadership Challenge 2000

Your actions speak so loudly, I can't hear your words!
All talk, no action!
If you want to be trusted, be trustworthy!
Common modern phrases

Four most desired traits in a leader – Honesty, forward looking, inspirational, competence.
Kauzens and Posner – The Leadership Challenge 2000

Integrity and Competence = Trust (who wants to follow a stupid liar)
Steven Covey – The Speed of Trust 2008

Theodore Roosevelt 1908: It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat. -

Tecumseh 1800: So live your life that the fear of death can never enter your heart. Trouble no one about their religion; respect others in their view, and demand that they respect yours. Love your life, perfect your life, beautify all things in your life. Seek to make your life long and its purpose in the service of your people. Prepare a noble death song for the day when you go over the great divide. Always give a word or a sign of salute when meeting or passing a friend, even a stranger, when in a lonely place. Show respect to all people and grovel to none. When you arise in the morning give thanks for the food and for the joy of living. If you see no reason for giving thanks, the fault lies only in yourself. Abuse no one and no thing, for abuse turns the wise ones to fools and robs the spirit of its vision. When it comes your time to die, be not like those whose hearts are filled with the fear of death, so that when their time comes they weep and pray for a little more time to live their lives over again in a different way. Sing your death song and die like a hero going home.

HENRY DAVID THOREAU: The greatest compliment that was ever paid me was when one asked me what I thought, and attended to my answer.

WILLIAM LYON PHELPS: This is the final test of a gentleman: his respect for those who can be of no possible value to him.

DAVID BRINKLEY: A successful person is one who can lay a firm foundation with the bricks that others throw at him or her.

MARGARET MEAD: I must admit that I personally measure success in terms of the contributions an individual makes to her or his fellow human beings.

Dale Carnegie's summary of his book, from 1936

Fundamental Techniques

1. Don't criticize, condemn or complain.
2. Give honest and sincere appreciation.
3. Arouse in the other person an eager want.

Six ways to engage people

1. Become genuinely interested in other people.
2. Smile.
3. Remember that a person's name is to that person the sweetest and most important sound in any language.
4. Be a good listener. Encourage others to talk about themselves.
5. Talk in terms of the other person's interests.
6. Make the other person feel important - and do it sincerely.

Win people to your way of thinking

1. The only way to get the best of an argument is to avoid it.
2. Show respect for the other person's opinions. Never say, "You're wrong."
3. If you are wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Get the other person saying "yes, yes" immediately.
6. Let the other person do a great deal of the talking.
7. Let the other person feel that the idea is his or hers.
8. Try honestly to see things from the other person's point of view.
9. Be sympathetic with the other person's ideas and desires.
10. Appeal to the nobler motives.
11. Dramatize your ideas.
12. Throw down a challenge.

Be a Leader: How to Change People Without Giving Offense or Arousing Resentment

A leader's job often includes changing your people's attitudes and behavior. Some suggestions to accomplish this:

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.

3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and praise every improvement. Be "heartly in your approbation and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

Bob Maresca - 1997

You can say the same thing to 10 people and get 10 different reactions. Even more surprising, you can say the same thing to the same person on 10 different occasions.

You can't solve this problem with Math and Science!

Fortunately, we can learn from the many who came before us and faced the same challenges.

When it comes to people, you can never get 100 on the test. You strive for a good batting average and be ready and willing to apologize and learn when you make mistakes.

1. Bob's rules of management in early career:

- Don't ask anyone to work harder than you're willing to
- Establish clear goals – long term and short term
- Give credit to others
- Help others succeed
- Follow your own rules

2. Bob's rules of management twenty five year later still make sense:

- Don't ask anyone to work harder than you're willing to
 - a. Credibility
 - b. Lead by example
 - c. Demonstrate commitment, passion, energy, integrity
- Establish clear goals – long term and short term
 - a. Create a vision and alignment
 - b. People want someone to lead
 - c. It takes courage to set direction
- Give credit to others
 - a. Catch people doing things right – positive reinforcement
 - b. People want to feel appreciated.
 - c. People trust someone who's in their corner
- Help others succeed
 - a. People want to work for someone who wants to help them
 - b. Win-win: good for company and personally satisfying to see others grow