Supplemental Reading for “Development Planning Guide”

“Benchmarks” - Center for Creative Leadership

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Balance Between Personal and Work Life

Finding Your Balance
by Joan Gurvis and Gordon Patterson
Center for Creative Leadership © 2004 (34 pages) Citation
ISBN:9781882197873
Balance is about living your values by aligning your behavior with what you believe is really important. This book will help you determine where you are, define where you want to go, and put into place the tools you need to get there.

Learning from Life: Turning Life's Lessons into Leadership Experience
by Marian N. Ruderman and Patricia J. Ohlott
Center for Creative Leadership © 2000 (32 pages) Citation
ISBN:9781882197606
Building effective leadership skills outside the workplace.
Being a Quick Study

Return on Experience: Learning Leadership at Work
by Jeffrey Yip
Center for Creative Leadership © 2009 (32 pages) Citation
ISBN:9781604910735
Introducing you to a return-on-experience framework, this guide will help you actively seek to learn from experience in order to build your mastery, broaden your versatility, and benefit your organization.

Becoming a More Versatile Learner
by Maxine A. Dalton
Center for Creative Leadership © 1998 (25 pages) Citation
ISBN:9781882197385
Transforming management challenges into powerful learning experiences.
Building Collaborative Relationships

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**Raising Sensitive Issues In a Team**  
by Dennis Lindoerfer  
**Center for Creative Leadership** © 2008 (30 pages) [Citation]  
ISBN:9781604910216  
Focusing on ways to bring up a touchy or sensitive issue in a team meeting, this book examines the evolution of an intervention about a sensitive team issue by a team member—possibly the team’s leader.

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**Managing Conflict with Peers**  
by Talula Cartwright  
**Center for Creative Leadership** © 2003 (31 pages) [Citation]  
ISBN:9781882197743  
A reference for dealing with peer conflicts within an organization.

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**Communicating Across Cultures**  
by Don W. Prince and Michael H. Hoppe  
**Center for Creative Leadership** © 2000 (30 pages) [Citation]  
ISBN:9781882197590  
Help in adapting your communications style to enhance your effectiveness with people whose languages, customs and expectations are different from yours.
Career Management

**Return on Experience: Learning Leadership at Work**
by [Jeffrey Yip](#)
*Center for Creative Leadership* © 2009 (32 pages) [Citation](#)
ISBN:9781604910735

Introducing you to a return-on-experience framework, this guide will help you actively seek to learn from experience in order to build your mastery, broaden your versatility, and benefit your organization.

**Leadership Coaching: When It's Right and When You're Ready**
by [Douglas Riddle](#)
*Center for Creative Leadership* © 2008 (34 pages) [Citation](#)
ISBN:9781604910438

Written for managers who are considering leadership coaching as a tool in their personal leadership development, this guide describes what leadership coaching is and helps you decide whether it is appropriate for your situation.

**Leadership Wisdom: Discovering the Lessons of Experience**
by [Rola Ruohong Wei](#) and [Jeffrey Yip](#)
*Center for Creative Leadership* © 2008 (34 pages) [Citation](#)
ISBN:9781604910278

Describing the processes of inquiry and reflection, this guide will help you develop your capacity to make wise choices so you will begin to see a broad range of possible responses and wisely choose the ones that will work best.

**Selling Yourself Without Selling Out: Leader’s Guide to Ethical Self-Promotion**
by [Gina Hernez-Broome](#), [Cindy McLaughlin](#) and [Stephanie Trovas](#)
*Center for Creative Leadership* © 2006 (32 pages) [Citation](#)
ISBN:9781882197958

Providing numerous strategies and activities that can become part of your repertoire, this book discusses how you can benefit from self-promotion and maintain your integrity and authenticity.

**Keeping Your Career on Track**
by [Craig Chappelow](#) and [Jean Brittain Leslie](#)
*Center for Creative Leadership* © 2001 (30 pages) [Citation](#)
ISBN:9781882197613

How to avoid and manage career derailment.
Change Management

Responses to Change: Helping People Manage Transition
by Kerry A. Bunker
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910599
Intended to give you a more precise understanding of the different kinds of individual and organizational responses to change, this guidebook will show you what you can do as a leader to help people move successfully through periods of transition.

Communicating Your Vision
by Talula Cartwright and David Baldwin
Center for Creative Leadership © 2006 (32 pages) Citation
ISBN:9781882197965
Showing you how to inspire, clarify and focus the work of your organization, this book will help you communicate a vision to others in ways that will help them understand it, remember it, and then go on to share it themselves.

Leading with Authenticity in Times of Transition
by Kerry A. Bunker and Michael Wakefield
Center for Creative Leadership © 2005 (118 pages) Citation
ISBN:9781882197880
By offering an understanding of issues and competencies that contribute to effective leadership during times of change, this innovative book helps leaders assess their impact and learn how to meet the demands of managing a business and leading people.
Compassion and Sensitivity

Responses to Change: Helping People Manage Transition
by Kerry A. Bunker
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910599
Intended to give you a more precise understanding of the different kinds of individual and organizational responses to change, this guidebook will show you what you can do as a leader to help people move successfully through periods of transition.

Social Identity: Knowing Yourself, Leading Others
by Kelly M. Hannum
Center for Creative Leadership © 2007 (30 pages) Citation
ISBN:9781604910001
Including activities to help you develop your awareness of social identity, this book will enable you to increase your ability to be open to different perspectives and enhance your skill at interpreting situations that call on your ability to lead.
Composure

For the Practicing Manager: Managing Leadership Stress
by Vidula Bal, Michael Campbell and Sharon McDowell-Larsen
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910230
By exploring the signs of stress, this guidebook offers strategies for effectively managing leadership stress so you can be more effective over a long career.

Adaptability: Responding Effectively to Change
by Allan Calarco and Joan Gurvis
Center for Creative Leadership © 2006 (32 pages) Citation
ISBN:9781882197927
Contributing to a greater understanding of adaptability, this book will help leaders to learn how to develop their own adaptability and to foster it in others, thereby becoming more effective for themselves, the people they lead, and their organizations.

Building Resiliency: How to Thrive in Times of Change
by Mary Lynn Pulley and Michael Wakefield
Center for Creative Leadership © 2001 (15 pages) Citation
ISBN:9781882197675
Learn to accept change in the forms of distress or negativity, and grow from it.
Confronting Problem Employees

Responses to Change: Helping People Manage Transition
by Kerry A. Bunker
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910599
Intended to give you a more precise understanding of the different kinds of individual and organizational responses to change, this guidebook will show you what you can do as a leader to help people move successfully through periods of transition.

Influence: Gaining Commitment, Getting Results: For The Practicing Manager
by David Baldwin and Curt Grayson
Center for Creative Leadership © 2004 (34 pages) Citation
ISBN:9781882197828
This book includes an assessment tool to help you determine what you currently use. You will also learn what to do before, during, and after an influence session.

Managing Conflict with Direct Reports
by Barbara Popejoy and Brenda J. McManigle
Center for Creative Leadership © 2002 (29 pages) Citation
ISBN:9781882197736
This concise guide will help managers recognize what sparks conflict, and learn strategies to minimize it.

Feedback that Works: How to Build and Deliver Your Message
by Sloan R. Weitzel
Center for Creative Leadership © 2000 (30 pages) Citation
ISBN:9781882197583
This guidebook on delivering effective feedback shows you how to formulate, organize, and communicate your message to help people learn and develop.
Decisiveness

Developing Your Intuition: A Guide to Reflective Practice
by Talula Cartwright
Center for Creative Leadership © 2004 (28 pages) Citation
ISBN:9781882197835

Many leaders have to make fast, accurate decisions without all the pertinent information. By using the reflective techniques in this guide, you can learn to depend on your intuition to make good decisions quickly.
Difficulty Building and Leading a Team

Raising Sensitive Issues In a Team
by Dennis Lindoerfer
Center for Creative Leadership © 2008 (30 pages) Citation
ISBN:9781604910216
Focusing on ways to bring up a touchy or sensitive issue in a team meeting, this book examines the evolution of an intervention about a sensitive team issue by a team member—possibly the team’s leader.

Leading Dispersed Teams
by Michael E. Kossler and Sonya Prestridge
Center for Creative Leadership © 2004 (34 pages) Citation
ISBN:9781882197811
This guide demonstrates how to lead a dispersed team by coordinating the efforts of team members across differences and, at the same time, maintaining and boosting team effectiveness, and much more.

For the Practicing Manager: Building Your Team's Morale, Pride and Spirit
by Gene Klann
Center for Creative Leadership © 2004 (28 pages) Citation
ISBN:9781882197866
This book will help you determine your current level of readiness with respect to the characteristics and skills necessary for building morale, pride and spirit.

Maintaining Team Performance
by Kim Kanaga and Henry Browning
Center for Creative Leadership © 2003 (34 pages) Citation
ISBN:9781882197774
Use this guide to provide leadership by paying attention to four important dimensions: team member effort, team member knowledge and skills, team tactics, and group dynamics.
**How to Launch a Team: Start Right for Success**  
by Kim Kanaga and Sonya Prestridge  
Center for Creative Leadership © 2002 (32 pages) Citation  
ISBN:9781882197712  
Make your team successful by consulting this guide's four critical points.

**An Ideas Into Action Guidebook: Do You Really Need a Team?**  
by Michael E. Kossler and Kim Kanaga  
Center for Creative Leadership © 2001 (26 pages) Citation  
ISBN:9781882197668  
The team-based approach to problem solving isn't always the most efficient. Here's how to figure out when an alternative makes sense.

**How to Form a Team: Five Keys to High Performance**  
by Kim Kanaga and Michael E. Kossler  
Center for Creative Leadership © 2001 (30 pages) Citation  
ISBN:9781882197682  
If your goal is to create high performance teams, this book is a guide to the five critical success factors.
Difficulty Changing or Adapting

For the Practicing Manager: Managing Leadership Stress
by Vidula Bal, Michael Campbell and Sharon McDowell-Larsen
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910230
By exploring the signs of stress, this guidebook offers strategies for effectively managing leadership stress so you can be more effective over a long career.

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Contributing to a greater understanding of adaptability, this book will help leaders to learn how to develop their own adaptability and to foster it in others, thereby becoming more effective for themselves, the people they lead, and their organizations.

Developing Cultural Adaptability
by Jennifer J. Deal and Don W. Prince
Center for Creative Leadership © 2003 (31 pages) Citation
ISBN:9781882197804
This book explains how the willingness and ability to recognize, understand and work effectively across cultural differences helps managers build the relationships needed to achieve results in today's global organizations.

Managing Conflict with Your Boss
by Davida Sharpe and Elinor Johnson
Center for Creative Leadership © 2002 (30 pages) Citation
ISBN:9781882197705
A reference to dealing with employer-employee conflicts.

Keeping Your Career on Track
by Craig Chappelow and Jean Brittain Leslie
Center for Creative Leadership © 2001 (30 pages) Citation
ISBN:9781882197613
How to avoid and manage career derailment.
Failure to Meet Business Objectives

**Setting Priorities: Personal Values, Organizational Results**
by Talula Cartwright
Center for Creative Leadership © 2007 (34 pages) Citation
ISBN:9781882197989
Successful leaders get results, and to get results you need to set priorities. This book will help you do a better job of setting priorities and recognize the personal values that motivate your decision making.

**Keeping Your Career on Track**
by Craig Chappelow and Jean Brittain Leslie
Center for Creative Leadership © 2001 (30 pages) Citation
ISBN:9781882197613
How to avoid and manage career derailment.
Leading Employees

Creating a Vision
by Corey Criswell and Talula Cartwright
Center for Creative Leadership © 2010 (32 pages) Citation
ISBN:9781604910759
Whatever your leadership role, developing a vision is a powerful tool for achieving your goals. This practical guide will help you to create your vision and become an effective leader.

Seven Keys to Successful Mentoring
by E. Wayne Hart
Center for Creative Leadership © 2009 (35 pages) Citation
ISBN:9781604910612
Aimed at managers and executives who are concerned with their own and others’ development, this guidebook gives specific advice on mentoring and how to handle it effectively to have a profound impact.

Communicating Your Vision
by Talula Cartwright and David Baldwin
Center for Creative Leadership © 2006 (32 pages) Citation
ISBN:9781882197965
Showing you how to inspire, clarify and focus the work of your organization, this book will help you communicate a vision to others in ways that will help them understand it, remember it, and then go on to share it themselves.

For the Practicing Manager: Building Your Team's Morale, Pride and Spirit
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Center for Creative Leadership © 2004 (28 pages) Citation
ISBN:9781882197866
This book will help you determine your current level of readiness with respect to the characteristics and skills necessary for building morale, pride and spirit.

Giving Feedback to Subordinates
by Raoul J. Buron and Dana McDonald-Mann
Center for Creative Leadership © 1999 (28 pages) Citation
ISBN:9781882197392
Practical advice on how to effectively deliver feedback to employees who work for you.
Participative Management

Active Listening: Improve Your Ability to Listen and Lead
by Michael H. Hoppe
Center for Creative Leadership © 2006 (32 pages) Citation
ISBN:9781882197941
Aimed at managers and executives who are concerned with their own and others’ development, this guidebook can help you become a more effective listener and leader by learning the skills of active listening.

Influence: Gaining Commitment, Getting Results: For The Practicing Manager
by David Baldwin and Curt Grayson
Center for Creative Leadership © 2004 (34 pages) Citation
ISBN:9781882197828
This book includes an assessment tool to help you determine the influence tactics you currently use. You will also learn what to do before, during, and after an influence session.
Problems with Interpersonal Relationships

**Building an Authentic Leadership Image: For the Practicing Manager**
by  Corey Criswell and David Campbell  
**Center for Creative Leadership**  © 2008 (32 pages) Citation
ISBN:9781604910032
Helping you gain a clear picture of the image people are currently perceiving, this guide will show you how to develop the skills to portray the image you want.

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by Kelly M. Hannum
Center for Creative Leadership © 2007 (30 pages) Citation
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Developing Cultural Adaptability
by Jennifer J. Deal and Don W. Prince
Center for Creative Leadership © 2003 (31 pages) Citation
ISBN:9781882197804
This book explains how the willingness and ability to recognize, understand and work effectively across cultural differences helps managers build the relationships needed to achieve results in today's global organizations.
Self-awareness

**Tracking Your Development**
by Kelly M. Hannum and Emily Hoole
Center for Creative Leadership © 2009 (33 pages) Citation
ISBN:9781604910643
Providing you with the means to set development goals and track your progress, this guide can help you efficiently gather and make sense of information about your progress, and avoid common pitfalls that block development.

**Ongoing Feedback: How to Get It, How to Use It**
by Karen Kirkland and Sam Manoogian
Center for Creative Leadership © 1998 (21 pages) Citation
ISBN:9781882197361
How to improve your managerial skills through feedback from colleagues, friends, and family.

**Three Keys to Development: Defining and Meeting Your Leadership Challenges**
by Henry Browning and Ellen Van Velsor
Center for Creative Leadership © 1999 (29 pages) Citation
ISBN:9781882197408
This book shows you how to enhance the value and impact of developmental experiences.
Managing Conflict with Your Boss
by Davida Sharpe and Elinor Johnson
Center for Creative Leadership © 2002 (30 pages) Citation
ISBN:9781882197705
A reference to dealing with employer-employee conflicts.
Taking Initiative

Selling Your Ideas to Your Organization
by Harold Scharlatt
Center for Creative Leadership © 2008 (34 pages) Citation
ISBN:9781604910254
Providing a collection of tactics you can use to sell your idea, this guidebook explains how to clarify your situation to the people you have to influence in order to sell your ideas.

Making Creativity Practical: Innovation That Gets Results
by Stan Gryskiewicz and Sylvester Taylor
Center for Creative Leadership © 2003 (34 pages) Citation
ISBN:9781882197781
Use this guide to demystify creativity and produce high-quality ideas that are appropriate to the respective task--which means groups and organizations can implement them with less risk.
Too Narrow Functional Orientation

Return on Experience: Learning Leadership at Work
by Jeffrey Yip
Center for Creative Leadership © 2009 (32 pages) Citation
ISBN:9781604910735
Introducing you to a return-on-experience framework, this guide will help you actively seek to learn from experience in order to build your mastery, broaden your versatility, and benefit your organization.

Developmental Assignments: Creating Learning Experiences without Changing Jobs
by Cynthia D. McCauley
Center for Creative Leadership © 2006 (65 pages) Citation
ISBN:9781882197910
Designed to help you continuously stretch and grow as a leader, this fieldbook focuses on how to shape your current job and non-work pursuits that will enable your learning and development.