

**Appendix B**

Supplemental Reading for “Development Planning Guide”  
“Benchmarks” - Center for Creative Leadership

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## Balance Between Personal and Work Life

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### [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.

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### [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

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### [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.

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### [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](#)

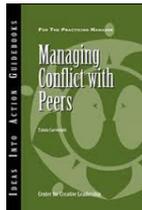
by [Dennis Lindoerfer](#)

[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

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### [Return on Experience: Learning Leadership at Work](#)

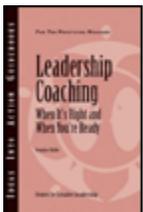
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Introducing you to a return-on-experience framework, this guide will help you actively seek to learn from experience in order to build your mastery, broaden your versatility, and benefit your organization.

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### [Leadership Coaching: When It's Right and When You're Ready](#)

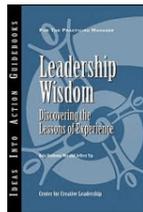
by [Douglas Riddle](#)

[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.

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### [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.

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### [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.

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### [Keeping Your Career on Track](#)

by [Craig Chappelow](#) and [Jean Brittain Leslie](#)

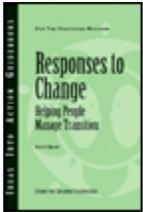
[Center for Creative Leadership](#) © 2001 (30 pages) [Citation](#)

ISBN:9781882197613

How to avoid and manage career derailment.

## Change Management

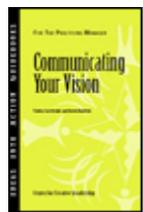
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[Responses to Change: Helping People Manage Transition](#)  
by [Kerry A. Bunker](#)  
[Center for Creative Leadership](#) © 2008 (34 pages) [Citation](#)  
ISBN:9781604910599

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.

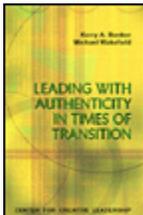
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Showing you how to inspire, clarify and focus the work of your organization, this book will help you communicate a vision to others in ways that will help them understand it, remember it, and then go on to share it themselves.

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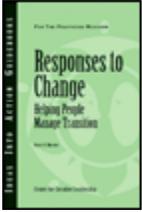


[Leading with Authenticity in Times of Transition](#)  
by [Kerry A. Bunker](#) and [Michael Wakefield](#)  
[Center for Creative Leadership](#) © 2005 (118 pages) [Citation](#)  
ISBN:9781882197880

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

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### [Responses to Change: Helping People Manage Transition](#)

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ISBN:9781604910599

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### [Social Identity: Knowing Yourself, Leading Others](#)

by [Kelly M. Hannum](#)

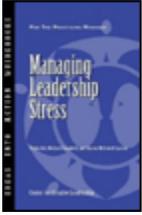
[Center for Creative Leadership](#) © 2007 (30 pages) [Citation](#)

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

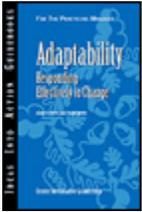
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[For the Practicing Manager: Managing Leadership Stress](#)  
by [Vidula Bal](#), [Michael Campbell](#) and [Sharon McDowell-Larsen](#)  
[Center for Creative Leadership](#) © 2008 (34 pages) [Citation](#)  
ISBN:9781604910230

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.

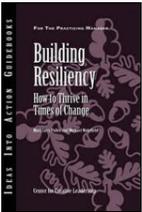
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[Adaptability: Responding Effectively to Change](#)  
by [Allan Calarco](#) and [Joan Gurvis](#)  
[Center for Creative Leadership](#) © 2006 (32 pages) [Citation](#)  
ISBN:9781882197927

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.

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[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

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### [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.

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### [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.

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### [Managing Conflict with Direct Reports](#)

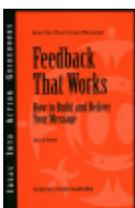
by [Barbara Popejoy](#) and [Brenda J. McManigle](#)

[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.

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### [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

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[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

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### [Raising Sensitive Issues In a Team](#)

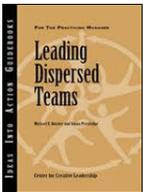
by [Dennis Lindoerfer](#)

[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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### [Leading Dispersed Teams](#)

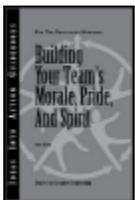
by [Michael E. Kossler](#) and [Sonya Prestridge](#)

[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.

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### [For the Practicing Manager: Building Your Team's Morale, Pride and Spirit](#)

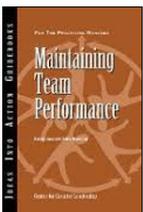
by [Gene Klann](#)

[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.

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### [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.

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[An Ideas Into Action Guidebook: Do You Really Need a Team?](#)

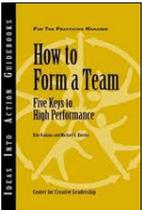
by [Michael E. Kossler](#) and [Kim Kanaga](#)

[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.

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[How to Form a Team: Five Keys to High Performance](#)

by [Kim Kanaga](#) and [Michael E. Kossler](#)

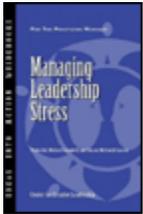
[Center for Creative Leadership](#) © 2001 (30 pages) [Citation](#)

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

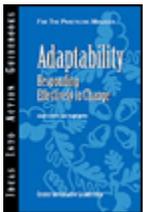
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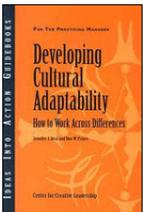
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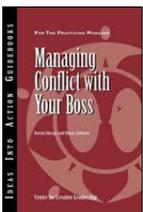
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[Developing Cultural Adaptability](#)  
by [Jennifer J. Deal](#) and [Don W. Prince](#)  
[Center for Creative Leadership](#) © 2003 (31 pages) [Citation](#)  
ISBN:9781882197804

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.

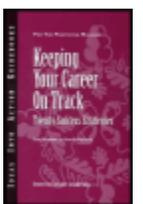
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[Managing Conflict with Your Boss](#)  
by [Davida Sharpe](#) and [Elinor Johnson](#)  
[Center for Creative Leadership](#) © 2002 (30 pages) [Citation](#)  
ISBN:9781882197705

A reference to dealing with employer-employee conflicts.

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[Keeping Your Career on Track](#)  
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[Center for Creative Leadership](#) © 2001 (30 pages) [Citation](#)  
ISBN:9781882197613

How to avoid and manage career derailment.

## Failure to Meet Business Objectives

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[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.

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[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

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### [Creating a Vision](#)

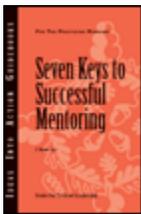
by [Corey Criswell](#) and [Talula Cartwright](#)

[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.

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### [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.

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### [Communicating Your Vision](#)

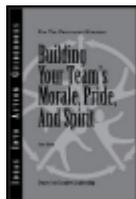
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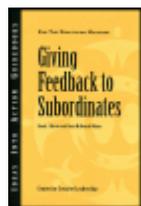
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[Center for Creative Leadership](#) © 2004 (28 pages) [Citation](#)

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.

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### [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

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[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.

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[Influence: Gaining Commitment, Getting Results: For The Practicing Manager](#)

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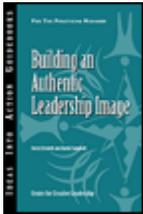
[Center for Creative Leadership](#) © 2004 (34 pages) [Citation](#)

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

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### [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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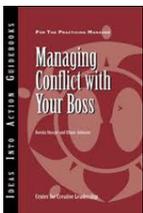
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A reference for dealing with peer conflicts within an organization.

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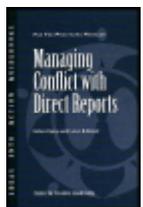
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A reference to dealing with employer-employee conflicts.

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How to avoid and manage career derailment.

## Putting People at Ease

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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.

## Respect for Differences

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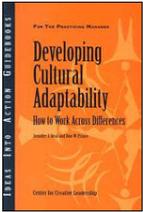
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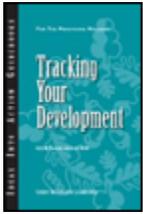
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ISBN:9781882197804

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## Self-awareness

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### [Tracking Your Development](#)

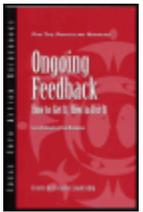
by [Kelly M. Hannum](#) and [Emily Hoole](#)

[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.

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### [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.

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### [Three Keys to Development: Defining and Meeting Your Leadership Challenges](#)

by [Henry Browning](#) and [Ellen Van Velsor](#)

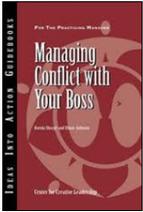
[Center for Creative Leadership](#) © 1999 (29 pages) [Citation](#)

ISBN:9781882197408

This book shows you how to enhance the value and impact of developmental experiences.

## Strategic Perspective

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### [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

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### [Selling Your Ideas to Your Organization](#)

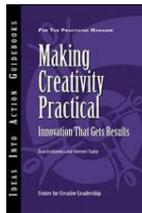
by [Harold Scharlatt](#)

[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.

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### [Making Creativity Practical: Innovation That Gets Results](#)

by [Stan Gyskiewicz](#) 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

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### [Return on Experience: Learning Leadership at Work](#)

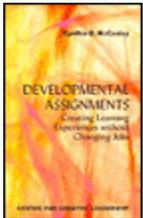
by [Jeffrey Yip](#)

[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.

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### [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.