

## Kosnik's Best Books Bibliography:

*This is my list of recommended non-fiction books for entrepreneurs and leaders who are interested in any or the content areas below.*

### The Content Areas:

1. Branding
2. Clean Energy, Air and Water
3. Communication
4. Creativity, Individual Decision Making, & Individual Performance
5. Designing Systems that Summon the Spirit: (Strategy/Org Theory)
6. Facilitation, Group Process Management, Interactive Learning
7. Global Entrepreneurship and Leadership
8. Global Entrepreneurial Marketing
9. Negotiation
10. Sales, Account Management, Business Development
11. Project Management and Leading Teams
12. Training for Spiritual Athletes: Books for Reflection and Self-Renewal
13. Women's Issues and Diversity

On the list = best = top 10% of all business books that I have considered. I have bought more books than those on this list, and have read thousands of books that are not good enough to recommend to others.

Boxed = best of the best in each category. This list changes over time, because many business books are excellent in a particular environment and inappropriate when the environment changes. Most business authors do not have the "long view" that is necessary to write a book that will endure the tests of time.

Green in a box = TomK's top 40 nonfiction books of all time. It also changes over time. I'll bet that some of the classics will be on the list forever – or as long as I am the editor! ;-)

### 1. Branding

Aaker, David A., (1991), *Managing Brand Equity*, The Free Press, New York, NY. One of the best books that have been written on how to capture the benefits of branding. Lots of good examples of what works -- and what doesn't -- in building and managing brands.

Aaker, David A., (1996), *Building Strong Brands*, The Free Press, New York, NY. An excellent sequel to Aaker's *Managing Brand Equity*. Chapter 3, "The Brand Identity System," and Chapter 10, "Measuring Brand Equity," are particularly useful.

Aaker David and Eric Joachimsthaler,(2000) *Brand Leadership: The next level in the Brand Revolution*, The third book in this series. Well written, with a fine chapter on global branding.

Aaker, David A., (2004), *Brand Portfolio Strategy*, The Free Press, New York, NY. Aaker continues to provide innovative ideas about managing brands. The brand portfolio problem is a significant one for companies with large product/or brand portfolios. Aaker provides a framework to help portfolio managers create relevance, differentiation, energy, leverage, and clarity for the brands/products in their portfolio. Some of my favorite case studies were Dell, Disney, Intel, Microsoft, and Sony, but there are other “low tech” examples as well

Bedbury, Scott (2002) *A New Brand Day*, Viking Penguin, New York, NY. This book has some great war-stories from Scott’s experience as a marketer at Nike, Starbucks (two world class brands), and then while consulting to a number of dot.coms. The book offers eight principles, which are sensible, yet not easy to execute. His vivid examples make clear that building a legendary brand is hard work - and worth the effort. It’s a great book for motivating every employee to become a brand steward. It provides a holistic view of creating and managing brands.

Brandt, Marty and Grant Johnson (1997), *Power Branding: Building Technology Brands for Competitive Advantage*, International Data Group Thought Leadership Series, San Francisco, CA. Lots of high tech examples and clear “how to” tools and templates make this very helpful to people responsible for high tech brand management.

Keller, Kevin Lane (2007) *Strategic Brand Management*, Third Economy edition, Pearson Education. The premier text book about Brand Management, which clearly shows the subtleties of how to build, measure, and manage brand equity. The author is a legendary teacher, and the book lets his magic show through. If you want to really learn about branding, this book is a must. God is in the details.

Lindstrom Martin and Patricia B. Seybold, (2003) *BRANDchild: Insights into the Minds of Today's Global Kids: Understanding Their Relationship with Brands*, Kogan Page Ltd. London. This book offers very interesting research about "Tweeners" around the world and their relationships with brands. There is a dual book on the web that keeps this book up to date. Visit it and purchase *BRANDchild* at <http://www.dualbook.com/aboutbc.php>

Olins, Wally (1989), *Corporate Identity: Making Business Strategy Visible Through Design*, Harvard Business School Press, Boston, MA. A rich history of how design has had strategic impact through the ages.

Ragas, Matthew w and Bolivar J Bueno (2002), *The Power of Cult Branding*, Prima Publishing, Roseville, CA. Provides clear examples of how cults have formed around 9 brands, and what the marketers did (both good and bad): Star Trek, Harley-Davidson, Oprah Winfrey, World Wrestling Entertainment (formerly WWF), Apple, Volkswagen Beetle, Jimmy Buffett, Vans Shoes, Linux. Sample chapter available via this web site: <http://www.powerofcultbranding.com/>

Ries, Al, and Laura Ries (1998), *The 22 Immutable Laws of Branding*, HarperCollins Publishers, New York, NY. Jack teams up with a family member to offer strong advice about what works and what doesn’t in brand building.

## 2. Clean Energy, Air and Water

McDonough, William and Michael Braungart (2002), *Cradle to Cradle: Remaking the Way We Make Things*, North Point Press, New York, NY. This book is a classic in changing the way we design products so that they become the foundation for something new at the end of their useful lives. We can design products that are completely recyclable or biodegradable, and do not create pollution as part of the production process. The book has lots of examples and concrete details about how to design for the triple bottom line.

Tan, Yong Soon, with Lee Tung Jean and Karen Tan (2009), *Clean, Green and Blue: Singapore’s Journey Towards Environmental and Water Sustainability*, ISEAS Publishing, Singapore. This is an amazing

story about the 40-year journey that Singapore has taken from the 1960s to 2009 to create clean air, water and land for its citizens. There are statistics, historical narrative, and photographs that bring the journey to life. In a world where many developed and developing countries are looking for ways to promote economic growth while also preserving the environment, the Singapore story as an important source of both practical insights and inspiration to political and business leaders alike. It is written in a style that is comprehensible and interesting for a non-technical reader.

### 3. Communication

Ailes, Roger (1988), *You Are the Message: Getting What You Want By Being Who You Are*, Doubleday, New York, NY. The title is provocative, but true. Ailes uses years of experience in television to help those who must communicate to others to more effectively meet their goals.

Decker (1992), *You've Got to Be Believed to be Heard*, St. Martin's Press, New York, NY. This book is positioned as a guide to more effective public speaking. It is also useful to help understand how to communicate more effectively with clients in a variety of situations. Well-researched, easy-to-read, with lots of concrete "how to's" for more effective communication.

Frank, Milo O. (1986), *How to Get Your Point Across in 30 Seconds or Less*, Simon & Schuster, New York, NY. This outstanding book is quick, clear, and very useful for everything from voice mail messages to major speeches. It helps us to focus our thoughts and express them with clarity, persuasive power, and humor.

Kushner, Malcolm (1990), *The Light Touch: How to Use Humor for Business Success*, Fireside Books, Simon & Schuster, New York, NY. A serious book about humor and how to use it. Ideal for those of us who are not naturally funny, but enjoy a good laugh.

Luntz, Frank (2007), *Words that Work: It's Not What You Say – It's What People Hear*, Hyperion Books, New York, NY. This book really helped me to improve my written and oral communication. Although written by an advisor to the Bush republican team, it is extremely useful. Look at how many people believed them during their election campaigns! Note that the book is neither ideological nor manipulative.

Stone, Douglas, Bruce Patton, Sheila Heen, and Roger Fisher (2000) *Difficult Conversations: How to Discuss what Matters Most*, Penguin Books, New York, NY. The authors analyze four phases or components of conversations: "What Happened?" Feelings, Identity, and Learning. They provide a framework to help manage difficult conversations on a wide variety of themes from professional and personal settings.

Tannen, Deborah (1986), *That's Not What I Meant!*, Ballantyne Books, New York, NY, and (1991), *You Just Don't Understand*, William Morrow and Company, New York, NY. Both of these books show how differences in linguistic style lead to misunderstanding, conflict, and mistrust between people of different backgrounds, cultures, and sexes. Very useful as a guide to diagnosing why communication breaks down, and how to communicate more effectively.

Tannen, Deborah (1994), *Talking From 9 to 5: Women and Men in the Workplace: Language, Sex, and Power*, William Morrow, and Company, New York, NY. This book gives a number of remarkable insights about differences in communication style between men and women, and across different country cultures. It shows how differences in conversation style may subtly undermine a person's attempts to be understood, to exert influence, and to mobilize support for a new product, project, or idea. Chapters Two (Conversation Rituals), Three (Indirectness at Work), Five (The Glass Ceiling), and Nine (Talking at Meetings) were especially useful.

### 4. Creativity, Individual Decision Making, and Individual Performance

- Adams, James L. (1974), *Conceptual Blockbusting*, W. W. Norton, New York, NY. A classic on how to stimulate your individual ability to think conceptually, and thereby become more creative, from a member of Stanford's Engineering School Faculty. Lots of games and exercises sprinkled through the text make this a very interactive book..
- Adams, James L. (1986), *The Care and Feeding of Ideas*, Addison-Wesley, Reading, MA. The sequel to *Conceptual Blockbusting*. This book offers a lion's share of innovative and pragmatic insights on how to manage in situations of creativity and change.
- Albrecht, Karl, and Steven Albrecht (1987), *The Creative Corporation*, Dow Jones-Irwin, Homewood, IL. A readable and thorough summary of what some practitioners and academics are doing about creativity at the organizational level. Lots of helpful hints for how to make an organization more creative.
- Amabile, Teresa M. (1983), *The Social Psychology of Creativity*, Springer-Verlag, New York, NY. A thorough, thoughtfully written book about what factors other than individual traits stimulate creativity in individuals. The findings are based upon years of empirical research in creativity. They explore how evaluation, rewards, task constraints, modeling, education, work environment, culture, and societal factors affect creative behavior. Although written in an academic style, it is very clear and interesting.
- Bolles, Richard Benton, (2009) *What Color is your Parachute? A Practical Manual for Job-Hunters & Career-Changers*, Ten Speed Press, Berkeley, CA. This is the definitive guide for job hunters, with over 8 million sold. A new edition has been published every year for decades. A great help to someone who is really undecided about what type of career to pursue. Also contains good tips for marketing yourself in the job market.
- Buckingham, Marcus and Donald O. Clifton (2001), *Now, Discover Your Strengths*, Free Press, New York, NY. This is an excellent book for anyone trying to discover the unique skills and interests which can help you to become a top performer in whatever work you do in life. Based on a large scale survey by the Gallup Organization, the book has very interesting insights. Included with book purchase is the ability for you to use an on-line diagnostic tool to discover *your* strengths.
- Buzan, Tony, and Buzan, Barry (1994) *The Mind Map Book*, Dutton, The Penguin Group, New York. An excellent primer on the technique of Mind Mapping, which is an increasingly popular tool for note taking, organizing presentations, communicating, and analyzing complex subjects.
- DeBono, Edward (1985), *Six Thinking Hats*, Little, Brown & Co., Boston, MA. A short and clarifying book about six thinking styles, and how they can be used effectively to improve individual and group problem solving and decision making.
- Gardner, Howard (1983, 1993) *Frames of Mind: The Theory of Multiple Intelligences*, Basic Books, Harper Collins, New York, NY. An intriguing view of multiple intelligence, which can be used to help discover the special potential for genius and creativity in eight areas of human accomplishment. I wish I had had this when I was in school!
- Gardner, Howard (1993) *Multiple Intelligences: The Theory in Practice*, Basic Books, Harper Collins, New York, NY. Examples of how to apply the theory of multiple intelligences in K-12 education, college, and the school of life.
- Gardner, Howard (1993) *Creating Minds*, Basic Books, Harper Collins, New York, NY. Intriguing application of Gardner's theories of multiple intelligences through a series of creative people, including Freud, Einstein, Picasso, Graham, and Gandhi, among others. The last section discusses creativity across domains.
- Gardner, Howard (1995) *Leading Minds*, Basic Books, Harper Collins, New York, NY. Fascinating application of Gardner's theories of multiple intelligences through a series of thought leaders, including Margaret Mead, Alfred Sloan, Pope John XXIII, Martin Luther King, and Margaret Thatcher, among others. The last section discusses global leadership, and implications for future generations of leaders.

Gause, Donald C. and Gerald M. Weinberg (1990), *Are Your Lights On? How to Figure Out What the Problem REALLY is*, Dorsett House, New York, NY. A light-hearted and thought provoking book. It shows that how we frame the problem has a major impact on the quality and consequences of our solutions.

Lindbergh, Anne Morrow (1955, 1975, 1983) *Gifts from the Sea*, Pantheon Books, New York. A wonderful book to stimulate visual thinking and help us to understand the value of precise observation. It will also help you to keep things in perspective in the midst of the busyness of everyday life.

Loehr, James E. and Peter McLaughlin (1986), *Mentally Tough*, M. Evans & Company, New York, NY. An excellent compendium of insights from sports psychology that can be applied to develop “mental toughness” in professional and business thinking. Also available in an audiotape series from Nightengale Conant, entitled *Mental Toughness*.

Loehr, James E. (1997), *Stress for Success*, Three Rivers Press, New York, NY. This book provides a comprehensive step-by-step program to help leaders of any type to deal with the stress in their environment. The results are the ability to achieve an Ideal Performance State (IPS), which enhances productivity, health and happiness.

Loehr, James E. and Tony Schwartz (2003), *The Power of Full Engagement*, Free Press, New York, NY. This book shows aspiring leaders or entrepreneur to become fully engaged by managing energy from physical, mental, emotional, and spiritual sources. You can manage your own energy, and help others around you to gain access to their energy as well. Also available in CD and audio cassette.

Lorenz, Christopher (1990), *The Design Dimension*, Basil Blackwell, Cambridge, MA. Insights on the use of design to create marketing advantage. Lots of good examples

Lowe, Robert (2000), *Improvisation, Inc.: Harnessing Spontaneity to Engage People and Groups*, Jossey Bass/Pfeiffer, San Francisco CA. You may wonder what a book about improvisation has to offer a manager whose teams must deliver results under pressure. In fact, managers need to engage and guide the creative side of their people to insure better efficiency and productivity. Robert Lowe has taken the “black box” of improvisation and revealed how to use it as a tool kit to improve group and organizational performance. The foundation chapters include topics such as “An Exploration of Fear” and “Wholesome Laughter Leads the Way” that are useful whether or not you try improv. The section on Basic Games gives a leaders guide for how and why to use three improvisational games: Word for Word, Babble, and Four Square. The section on advanced improv techniques has a section on group storytelling, and a grab bag of advanced games.

Ray, Michael L., and Rochelle Myers (1986), *Creativity in Business*, Doubleday, Garden City, NY. An excellent resource for a business person who thinks: “I wish I were more creative, but I get paid to be practical.” Based on a popular MBA elective course at Stanford GSB, the book guides a reader through the process of learning how to tap his or her creative genius, and become a creative business practitioner.

Robbins, Anthony (1986), *Unlimited Power*, Fawcett Columbine, New York, NY. This book teaches how to use Neuro Linguistic Programming to improve leadership, communication, and personal performance. If you take the time to master its principles, it will change your life in a profound way. I'm still practicing, have not yet achieved mastery, and I know it has already helped a great deal.

Rowan, Roy (1986), *The Intuitive Manager*, Little, Brown, Boston, MA. A crisply written, informative, and interesting introduction to intuition, which is one of the key elements of individual creativity and innovation. The author was an editor for *Fortune* magazine, and the writing style is custom-made for people who need to get to the point quickly.

Seelig, Tina (2009), *What I Wish I Knew When I was 20: A Crash Course in Making Your Place in the World*, HarperCollins, New York, NY. I have been working with Tina Seelig for the last ten years at Stanford. She

has been inspiring students of all ages to say yes to their creativity and entrepreneurial impulses. This book provides countless insights and examples that will be valuable to anyone who aspires to make the world a better place. Tina demonstrates that the difference between an innovator and a daydreamer is the ability to make your ideas come to life. Read this book if you want to start living your dreams. Give it to the people you love, and the people who love them, to increase their success in navigating life in the fast lane.

Seligman, Martin (1991), *Learned Optimism*, Pocket Books, Simon & Schuster, Old Tappan, NJ. This is an outstanding book by a prominent psychologist about how our optimism and pessimism affect our lives. Seligman shows that the way that we interpret success and failure, good times and bad times, has a profound affect on life and our health. Optimists are more effective, live better, and live longer. Chapter 3 includes an instrument that will let you diagnose your current optimism/pessimism score. The book also includes hands on exercises to develop a more optimistic thinking style. Those sections are particularly helpful if you find that you are a pessimist, yet optimistic to think you can learn a new mental model! The supporting research is outstanding, and the book uses fascinating results based on samples ranging from sales people to sports teams.

von Oech, Roger (1983), *A Whack on the Side of the Head*, Warner Books, New York, NY. A whimsical, thought provoking book with lots of exercises to stimulate individual creativity. von Oech is the founder of Creative Think, a consulting firm that stimulates creativity and innovation in business.

von Oech, Roger (1986), *A Kick in the Seat of the Pants*, Harper & Row, New York, NY. The sequel to *Whack*. If you loved the first, then buy the second.

#### 4. Designing Systems that Summon the Spirit (Strategy/Organizational Theory)

Abegglen, James C. (1994), *Sea Change: Pacific Asia as the New World Industrial Center*, The Free Press, New York, NY. A superb, fast paced book that documents the rise of East Asia as the center of gravity of the world economy. Abegglen includes case studies of successful companies in the region, including Japanese and U.S. multinationals, and smaller companies in various countries. He also describes the economic situation in China, Japan, Taiwan, Korea, Indonesia, and Vietnam.

Abell, Derek (1980) *Defining the Business: the Starting Point of Business Strategy*; Prentice Hall, New York, NY. This is one of the seminal works in business strategy. Te book provides a framework that maps competitive market places for a product category in an three dimensional cube. The dimensions are technology, applications (or functions) that the technology will enable, and customer segments. Customer segments can be defined in different ways such as geography (which countries?) vertical markets (Which industries?) or any other dimension (for example, what size of company?). The book focused on business-to-business types of product markets. The tool can be used to analyze the best cell in the cube to enter a market, and then where to go next to expand he business in a game of three dimensional chess.

Brown, Shona L. and Kathleen M. Eisenhardt (1998) *Competing on the Edge: Strategy as Structured Chaos*, Harvard Business School Press. A playful and thought provoking book about strategy in a world that is complex, chaotic, and constantly changing. Fresh examples and tangible approaches for thriving in chaos, to include time pacing, regeneration, experimentation, improvisation, and co-adaptation.

Burgelman, Robert A., and Leonard R. Sayles (1986), *Inside Corporate Innovation*, The Free Press, New York, NY. This book summarizes a stream of research about how to manage innovation in the context of large organizations. The ideas have had a profound impact on the field of strategic management. The lead author, Robert Burgelman, is a member of the Stanford GSB faculty.

Burgelman, Robert A., and Modesto A. Maidique (1988), *Strategic Management of Technology and Innovation*, Irwin, Homewood, IL. A book of cases and readings that created a market for courses in managing technology and innovation. Based on the courses taught by Burgelman at Stanford GSB, and Maidique

while at Stanford Engineering School in the 1980s. Although not necessarily a book for an individual to read cover to cover (due to high proportion of cases), it is an excellent foundation for group discussions, including in-house training on managing technology and innovation..

Burgelman, Robert A. Modesto A. Maidique, and Stephen C. Wheelwright (1995) *Managing Technology and Innovation in Established Firms*, Richard D. Irwin, Chicago, IL. A thought-provoking collection of cases and readings on topics ranging from core competencies and technology sourcing to building the capabilities for rapid product development. The best thinking from leading experts at Harvard and Stanford is blended in an excellent volume.

Champy, James (1995) *Reengineering Management*, Harper Business, New York, NY. A worthy sequel to *Reengineering the Corporation*. This book focuses on four key questions that business leaders must “live” in order for their organizations to prosper in the 1990s. 1) Purpose: What is this business for? 2) Culture: What kind of culture do we want? 3) Process/performance: How do we do our work? 4) People: What kind of people do we want to work with? Though the questions may look familiar to someone who reads books about management, there are numerous insights and innovative examples from leading companies that make this book a useful one to read.

Christensen, Clayton (1997), *The Innovator's Dilemma*, Harvard Business School Press, Boston, MA. This book unveils a paradox – that the most successful companies in each generation of technology are usually unable to maintain industry leadership during the transition to the next generation. By listening too carefully to existing customers, market leaders become victims of disruptive technologies, which appear at first to be inferior, but improve more rapidly than the current standards. Thus market leaders are vulnerable to a flanking attack from below. There are clear and compelling examples of the Innovator's Dilemma at work so that the leaders of successful companies can better anticipate and preempt such threats in their own industries.

Christensen, Clayton (2003), *The Innovator's Solution*, Harvard Business School Press, Boston, MA. This book is the sequel to the best seller *The Innovator's Dilemma*. It addresses the challenge facing any successful enterprise: How to create and sustain successful growth? Its chapters on getting the scope of the business right and avoiding commoditization are particularly useful in a world where there are constant temptations to lose focus, and rapid commoditization has become a fact of life.

Christensen, Clayton (2004), *Seeing What's Next: Using the Theories of Innovation to Predict Industry Change*, Harvard Business School Press, Boston, MA. This book is the third in a series based on Christensen's theories of innovation. It develops a conceptual roadmap that allows industry watchers and executives to anticipate how competition will play out in turbulent markets. It was less readable than Christensen's earlier works, and will probably attract a smaller audience than its predecessors. However, for the serious strategist, the book is worth reading carefully.

Clark, Kim B., and Steven C. Wheelwright (1993) *Managing New Product and Process Development*, Free Press, New York, NY. An outstanding book for those who must build new organizational capabilities, design and launch new families of products, and design new production processes.

Cusumano, Michael A. (1991), *Japan's Software Factories*, Oxford University Press, New York, NY. A thorough examination of the way that Japanese companies are taking the randomness and risk out of large, complex software development projects, and raising the bar with respect to quality of software. While I don't agree with all of his conclusions, Cusumano's contribution in documenting the Japanese practices is that he makes possible a much more thoughtful and informed discussion about how to manage software and systems development efforts in the 1990s. Appendix B of the book presents a chilling comparison of a sample of Japanese and U.S. software development projects on a variety of quality and productivity measures. *The quality and productivity standards that were “good enough” for the U.S. systems developers in the 1980s are clearly not good enough to be competitive in world markets in the 1990s.*

D'Aveni (1994, 1995), *Hypercompetitive Rivalries* The Free Press, New York, NY. This book attempts to overthrow everything that earlier strategy authors, in particular Michael Porter, have written about competitive strategy. In a nutshell, D'Aveni is attempting to change the paradigm of strategy. Instead of searching for sustainable competitive advantage, D'Aveni argues that no advantage is sustainable, and offers new strategies to win by purposefully upsetting the status quo of existing industries and competitors. Will D'Aveni's ideas last? If you follow his logic... not for long!

Davenport, Thomas P. (1993), *Process Innovation: Re-Engineering Work Through Information Technology*, Harvard Business School Press, Boston MA. A solid, substantive book about re-engineering to complement Hammer and Champy's manifesto.

Davidow, William H. and Michael S. Malone (1992), *The Virtual Corporation*, Harper Business, New York, NY. A forward looking book that predicts the future will depend on corporations producing high value through virtual products that are rich in variety, and available instantly when a customer need arises.

Davis, Stanley M. (1987), *Future Perfect*, Addison Wesley, Reading, MA. A fascinating book that helps executives to innovate by projecting themselves into the future and figuring out how they got there from here. It received Tom Peters' Book of the Decade award.

Davis, Stanley M., and Bill Davidson (1991) *2020 Vision*, Simon & Schuster, New York, NY. A book about the future awaiting us in the world economy from 1990 - 2020. (How's that for a forecast?) Thought-provoking, informative, and easy-to-read.

Deschamps, Jean-Philippe and P. Ranganath Nayak (1995), *Product Juggernauts: How Companies Mobilize to Generate a Stream of Market Winners*, Harvard Business School Press, Boston, MA. A rich assortment of techniques and tales from successful companies. The chapter entitled "Fomenting Customer Obsession" was particularly well written.

Gates, Bill, with Nathan Myhrvold and Peter Rinearson, (1995), *The Road Ahead*, Viking Penguin, New York. An intriguing account of how Bill Gates and Paul Allen anticipated and took part in the microcomputer revolution. At least as important, Gates gives his prediction of what changes will occur on the road ahead. Knowing the vision of one of the leading competitors in the information market space is useful to anyone who plans to do business in the next decade.

Gouillart, Francis J. and James N. Kelly (1995) *Transforming the Organization*, McGraw Hill, New York, NY. This book blends strategy and organizational design in a way that makes sense. The four major processes discussed in the book are: Reframing, Restructuring, Revitalizing, and Renewal.

Hamel, Gary and C.K. Prahalad (1994) *Competing for the Future*, HBS Press, Boston, MA. The capstone of years or research and popular articles that have transformed the way many executives think about strategy. Provocative, sophisticated, and never dull.

Hammer, Michael, and James Champy (1993), *Reengineering the Corporation: A Manifesto for Business Revolution*, Harper Business, New York. This book is the best of a number of titles on this subject published in the last few years. Clear ideas, compelling examples, written in a lively and humorous style. Required reading for anyone in an organization with more than 100 people or more than 10 years in existence.

Ijiri, Yuji, and Robert Lawrence Kuhn (1988), *New Directions in Creative and Innovative Management*, Ballinger Publishing, Cambridge, MA. A collection of articles by some of the leading thinkers in creativity and innovation. Chapter 12 is particularly interesting, as it discusses how different companies conduct audits to assess their organizational climates for creativity and innovation.

Kaplan, Robert S. and David P. Norton. (1996), *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business School Press, Boston, MA. An essential book for anyone interested in measuring the

things that lead to an enduring business. The measures of financial performance, customer performance, internal process performance, and organizational learning and innovation performance will motivate people to do the right things to make companies successful in the long run.

Kim, W. Chan and Renee Mauborgne (2005), *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*, Harvard Business School Press, Boston, MA. This book offers powerful insights about how to create markets where none exist. It also provides an elegantly simple and powerful tool for visualizing a firm's strategy relative to its competition called The Strategy Canvas, and a Two-By-Two Matrix worth adding to your repertoire called the Eliminate – Reduce - Raise – Create Grid. Finally, the book provides empirical evidence and some interesting case studies of companies who have successfully executed a blue ocean strategy, such as Southwest Airlines, Cirque du Soleil, and YellowTail wine. One of the most useful and easy to read business books I have encountered. Two thumbs up!

Kotter, John P. and James L. Heskett (1992), *Corporate Culture and Performance*, Free Press, New York, NY. A fascinating study of the relationship between culture and performance. The bottom line? Adaptable cultures lead to better long-term financial performance than strong cultures or cultures that fit their environment.

Maister, David H. (1993), *Managing the Professional Service Firm*, Free Press, New York, NY. Excellent, practical, comprehensive book on managing people, developing capabilities, and building client relationships in a professional services business. Key chapters include: 4: Solving the Under-delegation Problem; 8: A Service Quality Program; 13: How's Your Asset?; 15: The Motivation Crisis; 19: How Practice Leaders Add Value.

Maister, David H. (1997), *True Professionalism: The Courage to Care about Your People, Your Clients, and Your Career*, Free Press, New York, NY. This book is a must read for you if: 1) you consider yourself a professional, or 2) you have to put up with people who think they are professionals. It is a practical and provocative look at the challenges of managing your career, and the people and organizations you serve. After defining "True Professionalism," Maister asks the reader: "Are You Having Fun Yet?" He crisply diagnoses common ailments faced by professionals, and provides insightful and pragmatic cures.

Maister, David H., Charles H. Green and Robert M. Galford (2001), *The Trusted Advisor*, Touchstone Books, Simon & Schuster, New York, NY. This is a superb book about how to be a consultant; how to build trust; and how to win business.

Mason, Heidi and Tim Rohner (2002), *The Venture Imperative*, Harvard Business School Publishing, Boston MA. This book offers great insights about strategic venturing by large companies. The book addresses the strategic question: "How can corporations create an environment that has enough freedom to allow for innovation, while providing enough structure to control risk?"

Meyer, Christopher (1993) *Fast Cycle Time: How to Align Purpose, Strategy, and Structure for Speed*, Free Press, New York, NY. An outstanding, how-to-, hands-on book about fast cycle time from a person who has helped fast companies in high-velocity markets survive and prosper.

Moore, Geoffrey A. (2005) *Dealing with Darwin: How Great companies Innovate at Every Phase of their Evolution*, Portfolio, Penguin Group, New York, NY. This book has breakthrough ideas on how to focus innovation across the lifecycles of technologies and product categories. The goal of focused innovation is separation from competitors. The book also offers powerful models that enable companies to liberate resources from context activities to invent and deploy new mission critical core products. It includes practical models and intriguing case studies showing how Cisco and other companies have used the models to create economic value.

Moore, Geoffrey A. (2000, 2002) *Living on the Fault Line: Managing for Shareholder Value in the Age of the Internet*, Harper Business, New York, NY. A superb book for leaders of established global companies and startups who need to think strategically about the relationships between the things that the company does and creating shareholder value.

Moore, Geoffrey A., et. al. (1999) *The Gorilla Game*, Harper Business, New York, NY. This book will help a leader of any company do three things critical to maximizing market capitalization: 1) understand why investors assign seemingly insane market valuations to winners in high tech industries; 2) learn how to help your company become the gorilla in its category; 3) know when to buy and sell stocks for your portfolio.

Ohmae, Kenichi (1982), *The Mind of The Strategist*, Penguin Books, New York, NY. This book challenged some of the conventional wisdom that had been advocated by Michael Porter and leading U.S. strategy consulting firms. Its insights are still quite useful today. Written by a partner at McKinsey & Company in Japan, it provides insight into some of the secrets of successful companies in Asia. Although Ohmae has written other books more recently, this is by far his best.

Pascale, Richard T. (1990), *Managing on the Edge*, Simon & Schuster, New York, NY. An intriguing book about how some of the best companies manage contention and conflict to delight their customers and disarm their competitors. It will challenge some of your basic assumptions about successful management.

Patterson, Marvin (1993), *Accelerating Innovation*, Van Nostrand Reinhold, New York, NY. A short, provocative book about how to shorten cycle time for new product development.

Pendray, John J. and Ernest E. Keet (1987), *Strategy Development for High Technology Businesses: with market studies in computers, communications, and computer services*, Value Publishing Inc., Wilton, CT. This book offers a short, clear, and practical summary of some of the best ideas in strategic thinking from the 1960s through the mid-1980s. It has appendices that show how to apply the tools and techniques to marketing situations involving information technology-based products and services. An excellent book for executives in those industries.

Peters, Thomas J., and Robert H. Waterman, Jr. (1982), *In Search of Excellence*, Harper & Row, New York, NY. This book has had a profound impact on leadership in American companies in the 1980s. Although some scholars have sniffed at its methods, its message is worth hearing. Its key ideas are available in article, video and audiotape form for those who want a shorter path to the authors' insights.

Peters, Thomas J., and Nancy Austin (1985), *A Passion for Excellence*, Random House, New York, NY. The authors say this book was intended as a "Whitman's Sampler of excellence observed and celebrated." Don't buy this one until you have read *In Search of Excellence* cover to cover. If you find yourself wanting more, then buy this book. I especially like the sections on customers and innovation.

Peters, Thomas J. (1987), *Thriving on Chaos*, Alfred A. Knopf, New York, NY. The third of Tom Peters books. I have listened to it on tape, but have not been able to read it cover to cover. However, it is written in a way that you can find a pertinent chapter and read it when you need it, without having to digest the entire book. Some neat ideas on flexibility.

Peters, Thomas J. (1992), *Liberation Management: Necessary Disorganization for the Nanosecond Nineties*, Alfred A. Knopf, New York, NY. A 768 page tome, chock full of insights from Peters' examination of service organizations such as EDS, CNN, and McKinsey & Company, as well as other companies. Lots of interesting tidbits that can be digested a sound-byte at a time. Caveat emptor: If you are a linear thinker, the style may make it difficult to absorb the substance.

Peters, Thomas J. (1994), *In Pursuit of WOW*, Vintage Books, Random House, New York, NY. This book is thinner, easier to read, and in many ways more insightful than Peters' earlier books. In the 1980s, Tom Peters served a role similar to the prophets of the Old Testament, who often lived in the wilderness and came into the cities to remind the keepers of the status quo that their days were numbered. In this most

recent book, he seems to have mellowed a bit, and conveys his message with more joy and optimism than in the past. He also continues to celebrate excellence wherever he finds it. Fun and informative.

Peters, Thomas J. (1997), *The Circle of Innovation*, Alfred A. Knopf, New York, NY. This is one of Peters' very best books, and one of the best of many books I have read about innovation. The compelling war stories continue, in a format that is more interactive and visual than ever. He has come a long way from *In Search of Excellence*. Along the way he has not lost his knack for getting to the heart of important matters and reminding us of what we are capable of if we rise to our potential.

Porter, Michael E. (1980), *Competitive Strategy*, The Free Press, New York, NY. A classic. Big ideas: The Five Forces and industry analysis. Michael Porter is one of my favorite authors, with several best selling books. For those with short attention spans, see my Best Articles list for the articles that distill his most powerful ideas into shorter reading assignments.

Porter, Michael E. (1985), *Competitive Advantage*, The Free Press, New York, NY. Another classic. Big ideas: The Value Chain, technology and competitive advantage, industry segmentation and competitive advantage.

Porter, Michael E. (1986), *Competition in Global Industries*, Harvard Business School Press. Boston, MA. Multiple authors contributed essays to this book. Porter's big idea: Coordination and configuration matrix to describe different global strategies.

Porter, Michael E. (1990), *The Competitive Advantage of Nations*, The Free Press, New York, NY. Yet another classic. Big idea: Porter's "Diamond" on the four determinants of national advantage: 1) factor conditions; 2) demand conditions; 3) related and supporting industries; and 4) firm strategy, structure, and rivalry (in the focal industry).

Pine, B. Joseph II (1993) *Mass Customization: The New Frontier in Business Competition*, Harvard Business School Press, Boston, MA. A fascinating set of ideas on how to customize products and services at each stage of the value chain.

Pine, B. Joseph II, and James H. Gilmore (1999) *The Experience Economy*, Harvard Business School Press, Boston, MA. This book's premise is that the next level of competition, involves the creation of satisfying customer experiences. The authors describe four categories of experience: Entertainment, Education, Esthetic, and Escapist and then give examples of how companies have offered a variety of experiences to win and retain profitable customers.

Roberts, Edward B. (1987), *Generating Technological Innovation*, Oxford University Press, New York, NY. An excellent collection of articles from the *Sloan Management Review* about technology management.

Roussel, Philip A., Kamal N. Saad, and Tamara J. Erickson (1991), *Third Generation R&D: Managing the Link to Corporate Strategy*, Harvard Business School Press, Boston, MA. This is a clear discussion of the challenges facing business executives who must understand and manage their companies' R&D capabilities. It also gives tools and approaches for managing R&D in a fast-moving, technology intensive industry.

Saxenian, Annalee (1994), *Regional Advantage: Culture and Competition in Silicon Valley and Route 128*, Harvard University Press, Cambridge, MA. This is a highly readable, carefully researched account of two of the most successful technology regions in the world. Silicon Valley, from Palo Alto to Santa Cruz, California, and the Route 128 corridor outside Boston, MA. The author has lived and worked in both locations, and captures the essence of what makes the two regions tick. Very useful to business executives and political leaders alike.

Seagrave, Sterling, *Lords of the Rim: The Invisible Empire of the Overseas Chinese*: G. Putnam's Sons, New York, NY. A lively and informative account of the business and merchant community of greater China, from centuries before Christ to the 1990s. Excellent background for anyone doing business in the Pacific Rim.

Senge, Peter M. (1990), *The Fifth Discipline: The Art & Practice of the Learning Organization*, Doubleday/Currency, New York, NY. A book with powerful and subtle insights about: 1) why organizations and executives fail; 2) Why some systems and teams of executives are able to innovate and perform at extraordinary levels, and 3) how to build a learning organization. Although some executives might find it a bit long, the insights are well worth the reading and thinking time. Each chapter is self-contained, but can't be digested in 20 minute bites. I reserved two hour blocks so I could read and think about each chapter, and derived great benefit. The chapter on team learning is outstanding.

Stalk, George, Jr., and Thomas M. Hout (1990), *Competing Against Time*, The Free Press, New York, NY. A comprehensive, incisive, and readable analysis of the ways that organizations are using time as a competitive weapon in marketing and other functions.

Steiner, Gary A., editor (1965), *The Creative Corporation*, The University of Chicago Press, Chicago, IL. A collection of articles about creativity in organizations that was cutting edge in the 1960s. Much of it is still very relevant today. An interesting point of comparison with many books written 25-30 years later.

Sun Tzu (1991), *The Art of War*, Shambhala Pocket Classics, Boston MA. This is a classic book on strategy and statecraft, viewing war only one way to achieve a leader's objectives. Diplomacy, and competitive communications strategy can me more efficient and effective ways to achieve a leader's aims. It is one of the leading books on military strategy, and provides deep insights on the use of spies, and leadership in fiercely competitive situations. It was written in China during the 6th century Before Christ, and is still relevant today to anyone who must analyzing the potential moves and countermoves in any competitive situation. It is an extremely popular book for business leaders on competitive strategy. It has been quoted and frequently misquoted by western business authors who fail to grasp the many of the deeper insights of the author. Although it is very short, most leaders find it useful to read it slowly, and to re-read it many times to catch the subtle nuances that are so easily missed with a cursory scan. Although I consider myself a "peaceful warrior" at this point in my evolution, I love this book. It shows how government leaders can use nonviolent means to achieve their objectives, and use warfare only when absolutely necessary to neutralize enemies and achieve objectives with minimum destruction of live and the world in which we live.

Tabrizi, Behnam (2007), *Rapid Transformation*, HBS Publishing, Boston MA. This is an outstanding book about how to rapidly transform an organization that is out of synch with its environment. Very Well written with great real world examples of companies that Behnam helped to transform themselves.

Thomas, Dan (1993), *Business Sense*. Free Press, NY, NY. A pragmatic book about exercising management's five freedoms to achieve *outstanding business results*. Written by one of the most effective teacher, leaders, and consultants I have had the privilege to watch in action. Don't just read it. Implement it!

Tushman, Michael L. and Charles O'Reilly (1997), *Winning Through Innovation*, Harvard Business School Press, Boston, MA. This is an outstanding book that explores how "ambidextrous organizations" learn to simultaneously generate a continuous stream of incremental innovations to meet short term business objectives, while developing radical innovations to sustain growth in the future. Readers are given concrete examples of companies in a variety of industries who have learned to be ambidextrous. There is much food for thought to challenge the leaders of most organizations, which can do one form of innovation or the other, but not both.

Tushman, Michael L. and William L. Moore (1988), *Readings in the Management of Innovation: Second Edition*, Harper Business, New York, NY. A comprehensive selection of classic readings on innovation and technology management.

## 5. Facilitation & Group Process Management

Christensen, C. Roland, David A. Garvin, and Ann Sweet (1991), *Education for Judgment: The Artistry of Discussion Leadership*. The definitive book on leading discussions and interactive learning by masters of the case method from the Harvard Business School. This book crystallizes decades of experience from some of the most thoughtful educators with whom I have ever worked. Subtle lessons for teacher, coaches, and anyone who leads others in discussing complex issues.

Frank, Milo O. (1989), *How to Run Successful Meetings in Half the Time*, Simon & Schuster, New York, NY. This book is a clear, pragmatic guide for managing meetings. It will help facilitators and managers who want to leverage time spent in group work.

Weisbord, Marvin R. (1987), *Productive Workplaces*, Jossey Bass, San Francisco, CA. This book covers the waterfront in organizational design, sociotechnical systems, and managing change. It explains the theories of thinkers from Taylor and Lewin through “Third Wave Managing and Consulting” gurus (like Weisbord) in the late 1980s. Very clear and coherent, with examples to show how the concepts are used. Some key chapters include: 14. Inventing the Future; 15. Transforming Teamwork; 16. Designing Work.

Weisbord, Marvin R. (1992), *Discovering Common Ground: How to do Future Search Conferences*, Jossey Bass, San Francisco, CA. This book shows how to run Future Search Conferences. Future Search Conferences are designed to get different stakeholder groups in a social system (such as a project, a company, or a community) to identify changes in the environment, articulate common values and vision, overcome conflict, and manage change. The best sections of the book are Part 7: Making Search Conferences Effective, and Part 8: Pitfalls in Organizing Search Conferences

## 6. Global Entrepreneurship and Leadership

Baron, Renee and Elizabeth Wagele (1994), *The Enneagram Made Easy: Discover the 9 Types of People*, Harper Collins, New York, NY. A delightful introduction to the Enneagram, that can be used to help individuals and teams to appreciate and trust each other in a variety of work environments.

Breitman, Patti and Connie Hatch (2000), *How to Say NO without Feeling Guilty*, Broadway Books, Random House, New York, NY. Every manager we know faces the challenge of setting priorities on the job and at the boundary between work and home. One of the hardest things for some managers to learn is when and how to say no. As a result, this book may just be a manager’s best friend. The chapters cover themes that include: saying no at work; saying no to invitations; saying no to family and friends; saying no to kids; and saying no to high maintenance people. Each chapter gives concrete and creative examples of how to respond to unwanted opportunities firmly and graciously.

Bronson, Po (1999) *Nudist on the Late Shift*, Random House, New York, NY. A very engaging story of Silicon Valley told through the eyes of a number of real people who had come to the Valley to take their chances on an entrepreneurial adventure.

Byers, Thomas H. Richard C Dorf and Andrew J. Nelson, (2010) *Technology Ventures: From Idea to Enterprise, Third Edition*, McGraw Hill, New York, NY. This is an excellent, comprehensive introductory text book to entrepreneurship that specializes in high tech enterprises. There are examples and cases from industries ranging from information technology to clean energy to life sciences. The authors have captured the essence of the key challenges facing high tech entrepreneurs around the world. Every entrepreneur ought to have a copy.

Campbell, David (1975), *If I'm in Charge Here, Why is Everybody Laughing?* A short and insightful book that has erstwhile leaders grinning while they learn the mysteries of their craft. Very well done.

Collins, James and Jerry Porras (1994), *Built to Last: Successful Habits of Visionary Companies*, Harper Business, New York, NY. Lively and intriguing study of what separates gold medal performance companies from bronze medalists. Great insights!

Collins, Jim (2002) *Good to Great: Why Some Companies Make the Leap... and Others Don't*, Harper Business, New York, NY. This book is a superb resource for any leadership team that aspires to help their organization to rise to new heights of performance, and to provide meaningful experiences for customers, employees and other stakeholders. It is simply a "must read."

Collins, Jim (2009) *How the Mighty Fall: And Why Some Companies Never Give In*, Harper Business, New York, NY. According to Jim Collins' website, this book "presents the well-founded hope that leaders can learn how to stave off decline and, if they find themselves falling, reverse their course." It is an interesting cautionary tale that presents a cycle by which companies that are leaders in their industry fall victims of hubris and fall from power. The hopeful theme is that falling is not inevitable. Some companies have turned around their downward spiral. The book shows how they successfully turned themselves around.

Conger, Jay A., (1992), *Learning to Lead: The Art of Transforming Managers into Leaders*, Jossey Bass, San Francisco, CA. An excellent review of leadership training programs that emphasize a combination of four approaches: personal development, skill building, feedback, and conceptual models. Required reading for anyone who wants to know the different components of leadership, and the merits of different approaches for developing each component. Conger's critique of the existing state of the art and recommendations for future leadership training programs are invaluable for anyone responsible for building leadership capabilities in an organization.

Covey, Stephen R. (1989, 2004) *The Seven Habits of Highly Effective People*, Fireside Books, Simon & Schuster, New York, NY. An excellent review of individual and interpersonal practices that will make any individual a more effective listener, learner, partner, and leader. It suggests several excellent frameworks to enhance personal performance. The chapters: "Be Proactive," "Begin with the End in Mind," and "Put First Things First" are a useful way to stimulate thinking about a personal vision for your life and career. The chapter: "Seek First to Understand, Then be Understood," is the best thing I've ever read on empathic listening, a critical leadership skill.

Covey, Stephen R. (1990, 1992) *Principle Centered Leadership*, Fireside Books, Simon & Schuster, New York, NY. Covey applies his Seven Habits Framework to the challenges of leading people and organizations. He shows how to apply basic principles in the personal, interpersonal, managerial, and organizational domains. Chapters of particular interest include: Seven Deadly Sins, Thirty Methods of Influence, and Seven Habits and Deming's 14 Points.

DeMarco, Tom (2001), *Slack: Getting Past Burnout, Busywork, and the Myth of Total Efficiency*, Broadway Books, New York, NY. This book is the latest by one of the world's leading authorities in software development, organizational change, and project management – Tom DeMarco. It is organized under four broad themes: 1) Slack; 2) Lost, but Making Good Time; 3) Change and Growth; 4) Risk and Risk Management. All four themes, and the bite-sized chapters included under each theme, are important to anyone whose professional life is affected by complex projects and programs that are difficult to manage. DeMarco is not the first to tackle these topics. However, his approach is so clear, practical and fun to read that it is much more likely to inspire action. So cut yourself some slack, and read this book.

Ferrazzi, Keith (2009) *Who's Got Your Back: The Breakthrough Program to Build Deep, Trusting Relationships That Create Success--and Won't Let You Fail*. Broadway Books, Crown Publishing, New York, NY. This book is an excellent read for anyone who is building his or her career and realizes that career building is a team sport. By recruiting a team of great supporters who will help you, just as you can help them, to achieve your dreams and become a more effective leader, you will learn sooner about your blind spots, Achilles Heels, and hidden vulnerabilities that are keeping you from achieving your full potential. I found

the book to be very helpful. I am recommending it as a reading for the Strategic Thinking Paper that I have my students write to help them define their long term vision for their lives and then to navigate their career in the short run.

Friedman, Thomas, (2000), *The Lexus and the Olive Tree*, Anchor Books, New York, NY. This is a best selling book about the forces of globalization and the backlash against globalization in recent years. It focuses on changes in the global economic, technological, political, and cultural environment since 1989, and gives insights into phenomena ranging from global brands to the Internet economy to international terrorism.

Friedman, Thomas, (2005), *The World is Flat*, Farrar, Straus & Giroux, New York, NY. This is a best selling book about ten forces that have “flattened the world” and created a new global economy where entrepreneurs, established companies, and individuals will work together – and compete – to create value. The book also looks at implications for America and American citizens who must adapt to the new world order or face serious economic consequences.

Friedman, Thomas, (2008), *Hot, Flat, and Crowded: Why We Need a Green Revolution, and How it Can Renew America*, Farrar, Straus & Giroux, New York, NY. This best selling book makes a compelling case for changing our lifestyles in order to address the challenges of global warming, overpopulation, and the fear of terrorism in the United States Post 9/11. U.S. consumption patterns leading to an overdependence on foreign oil and post 9/11 fears have led to isolation from friends and allies, suspicion of peace loving, and honorable people who practice Islam, and the Bush Administration’s ill-fated war in Iraq. Friedman argues provocatively that the U.S. needs to develop a rivalry to “Outgreen China” similar to the “Space Race” between the U.S. and the Soviet Union in the Cold War. He believes a competition between two global superpowers is needed to mobilize resources and motivate U.S. citizens to join the “green revolution.” My main concern with this approach is that it is written from a U.S. centric perspective, to American readers. When it comes to the challenges on a hot, flat and crowded planet, we are all global citizens first and citizens of our respective countries second. Friedman could have targeted the book at a broader audience, and encouraged us as global citizens to work together for a common purpose – to save mother earth that we all call home.

French, Wendel L. and Cecil H. Bell Jr. (1995), *Organization Development, Fifth Edition*, Prentice Hall, Engelwood Cliffs, NJ. An excellent primer on Organization Development. Complete without giving too much detail.

Gardner, John W. (1963, 1981), *Self-Renewal*, W. W. Norton, New York, NY. Written in the 1960s, this book provides powerful and relevant insights about the challenges facing individuals, organizations, and societies in the 1990s. A world class book about the leadership challenges of our time.

Gardner, John W. (1991), “Building Community,” *Independent Sector Reprint*, Washington D.C., September 1991. A lucid treatment of a critical leadership challenge: How to build communities that are flexible and vibrant enough to renew themselves in the face of constant change? How to think more creatively about what constitutes a healthy community in the 1990s and beyond? How to build effective communities in the face of forces which have destroyed most traditional communities in the last century?

Goldsmith, Marshall and Mark Reiter (2007), *What Got You Here Won't Get You There: How Successful People Become Even More Successful*, Hyperion, New York, NY. An outstanding and practical guide for how to improve your leadership by changing any of the twenty things successful leaders do that undermine their effectiveness. The chapters on feed-forward and checking in with stakeholders as a way to insure progress is made were very helpful and practical.

Goldsmith, Marshall and Laurence Lyons and Alyssa Freas (2000), *Coaching for Leadership: How the World’s Greatest Coaches Help Leaders Learn*, Jossey-Bass/Pfeiffer, San Francisco, CA. The world’s greatest coaches come together to provide a comprehensive look at how modern coaching is taking over as the

management style of choice. It is a great practical guide of how to coach, be coached and how to build the skills to become a powerful coach leader.

Hall, Edward T. (1959, 1981) *The Silent Language*, Anchor Books, Doubleday, New York, NY. Edward T. Hall is one of the world's preeminent anthropologists. In this book about culture, he helps us to understand how the "silent language" of our native culture affects the way we communicate without words, often at an unconscious level. This is particularly important when moving beyond the cultures in which we were raised.

Hayakawa, S.I. (1939....1990) *Language in Thought and Action: Fifth Edition*, Harvest Original, Harcourt Brace & Company, San Diego, New York, and London. This extraordinary book has sold over a million copies in eight languages since it was first published in 1939. The book is, according to Robert Mac Neil, "...an engaging journey through the looking glass of language."

Hofstede, Geert (1997), *Cultures and Organizations: Software for the Mind*, McGraw-Hill, New York, NY. This book is the most comprehensive and well-researched book on culture I've read. It focuses on similarities and differences across country cultures, based on extensive empirical research with IBM employees around the world. It also identifies five underlying factors that create differences from one culture to the next. It also discusses organizational cultures, and how they are created and maintained.

Kanter, Rosabeth Moss (1983), *The Change Masters: Innovation and Entrepreneurship in the American Corporation*, Touchstone, Simon and Schuster, New York, NY. A popular and readable book by one of the leading authorities on innovation in large companies. Rosabeth Moss-Kantor is a professor at Harvard Business School, and current editor of the *Harvard Business Review*.

Kanter, Rosabeth Moss (1989), *When Giants Learn to Dance*, Simon and Schuster, New York, NY. This book is Moss-Kantor's assessment of the challenges facing companies in the 1990s, and her advice about how to cope. Easy to read, with lots of examples of companies you know well.

Kao, John J. (1989), *Entrepreneurship and Creativity in Organizations: Text, Cases, and Readings*, Prentice Hall, Engelwood Cliffs, NJ. Kao is a psychiatrist who has applied his expertise in powerful ways to business situations. This book extracts the key insights from a popular elective he teaches in the MBA program at the Harvard Business School. The readings and text are first rate. The cases provide an excellent basis for group discussions, perhaps in an in-house training session on the topic.

Kawasaki, Guy (2004), *The Art of the Start*, Portfolio Press, Penguin Books, New York, NY. Guy Kawasaki has a rare talent for cutting through the clutter to get to the heart of the matter. In *The Art of the Start*, he takes a fresh look at a popular topic of entrepreneurship, and adds unique insights that will be useful to anyone starting anything. The book is clear and concise, organized in sections entitled Causation, Articulation, Activation, Proliferation, and Obligation. Before you start your next venture, or bet on anyone else's startup, read this book, and take its lessons to heart.

Kawasaki, Guy (2008) *Reality Check*, Portfolio, The Penguin Group, New York, NY. This book is a bible for Silicon Valley Entrepreneurs. Read it, enjoy it, and put its advice into practice in your startup. Guy Kawasaki tells it like it is and is a great source of insight into what goes on behind the scenes in Silicon Valley.

Komisar, Randy with Kent Lineback (2000), *The Monk and the Riddle*, Harvard Business School Press, Boston, MA. For anyone who wants to understand the tragedy and the comedy of life in Silicon Valley, this book is a delightful allegory. The story features Randy Komisar, playing himself, as a guide to a pair of young entrepreneurs who want to start an Internet business: Funerals.com – the Amazon.com of the Funeral goods business. Although funerals.com is fictitious, the characters of the entrepreneurs are a composite of many people who come to Silicon Valley with stars in their eyes and a dream of becoming successful. The pragmatic insights about how to give a pitch, interact with VCs and Angel investors, and understand

customers and competition are intertwined with a discussion about a deep tension, which Komisar playfully frames as the difference between the Deferred Life Plan and the Whole Life Plan. This book is a healthy reminder about the priorities in life.

Kouzes, James, and Barry Posner (1987, 1995, 2002, 2007), *The Leadership Challenge*, Jossey-Bass, San Francisco, CA. A very readable, well-researched, and practical book about leadership, now in its fourth edition. It includes interesting insights about what followers expect of their leaders, and rich descriptions of how to accomplish the five leadership challenges in contemporary organizations: *challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart*. Head and shoulders above dozens of books I've read on leadership since 1972, including a raft of recent ones. The authors run a popular seminar based on the book. They also keep current by publishing new editions.

Kouzes, James, and Barry Posner (1993), *Credibility: How Leaders Gain and Lose It, Why People Demand It*, Jossey-Bass, San Francisco, CA. A superb book about what makes us credible to those around us, how to get there, and why credibility matters. One of the best leadership books in decades.

Laroche, Lionel (2003), *Managing Cultural Diversity in Technical Professions*, Butterworth Heineman, an imprint of Elsevier Science, Burlington, MA. This book is an excellent primer for the practical issues confronting anyone managing teams with team members from multiple cultures. It draws on many of the classic studies on cross cultural management, yet provides practical examples and is easy for non academic readers to apply on the job.

Lencioni, Patrick (1998), *The Five Temptations of a CEO*, Jossey-Bass, San Francisco, CA. This book was a favorite of Venture Capitalists and head hunters in Silicon Valley during the internet bubble and the crash that followed. The five temptations the author has identified that face anyone who takes the job of CEO are present in every stage of the business life cycle and the economy. Timeless and timely advice for aspiring leaders.

Lencioni, Patrick (2001), *Obsessions of an Extraordinary Executive: The Four Disciplines at the Heart of Making Any Organization World Class*, Jossey-Bass, San Francisco, CA. Although thousands of books have been written about managing people and teams to create extraordinary organizational results, *Obsessions* is a cut above the rest. It uses a short story format that has the elegance of Ken Blanchard's classic - *The One Minute Manager*. The four disciplines are: 1. Build and Maintain a Cohesive Leadership Team; 2. Create Organizational Clarity; 3. Over-communicate Organizational Clarity; and 4. Reinforce Organizational Clarity through Human Systems. Although we have seen similar phrases in other management books, we have seldom read a book that so clearly exemplifies the difference between effective practice and mediocrity. The framework is applicable at the level of an organization or a project team. It will help managers at any skill level to diagnose problems in their own organizations, and take concrete, practical steps to resolve them.

Lencioni, Patrick (2002), *The Five Dysfunctions of a Team*, Jossey-Bass, San Francisco, CA. This is another excellent book using a fable about a high-tech startup executive team to illustrate problems that affect teams of business leaders. The five dysfunctions are: 1. Absence of trust; 2. Fear of conflict; 3. Lack of commitment; 4. Avoidance of accountability; and 5. Inattention to results. A companion book, Lencioni, Patrick (2005), *Overcoming the Five Dysfunctions of a Team: A Field Guide*, Jossey-Bass, San Francisco, CA, gives practical methods to address and resolve the five dysfunctions. An excellent pair of books to help a troubled executive team turn itself around.

Lewis, Michael, (1999) *The New New Thing*, W.W. Norton & Company, New York, NY. A witty and insightful look into the entrepreneurial ecosystem in Silicon Valley, told as a story of the adventures of Jim Clark, a serial entrepreneur. One of the best books ever written on the Valley.

Lewis, Michael, (1990) *Liars Poker*, Penguin Books, New York, NY. A wickedly funny expose of the dark side of life in Salomon Brothers, a leading investment bank and bond trader, in the crazy roller coaster ride of the 1980s. Brilliantly written.

Lewis, Richard D. (1996, 1997, 1998), *When Cultures Collide: Managing Successfully Across Cultures*, Nicholas Brealey, Publishing, London. A comprehensive and witty book about managing people and business relationships across cultural boundaries. Different enough from Tronpenars and Hampden Turner's *Riding the Waves of Culture* that I use both together whenever helping global project teams to get up to speed.

Malone, Michael S (2002), *Betting it All. The Entrepreneurs of Technology*, John Wiley Son, New York, NY. This book presents excellent portraits of many of the most influential high technology entrepreneurs in Silicon Valley. We use it in Global Entrepreneurial Leadership class to help the next generation of entrepreneurs to realize that there are many different ways to become a successful and effective entrepreneurial leader. Michael Malone has spent his career working in Silicon Valley, and gained access to the entrepreneurial in a way that is not achieved by most journalists or historians.

Maslow, Abraham, Deborah Collins Stephens and Gary Heil (1998), *Maslow on Management*, John Wiley & Sons, New York, NY. An extraordinary book which offers Maslow's reflections on how to design and lead an organization where the people can do self actualizing work. Maslow first wrote the manuscript which is the core of this book in the 1960's, under the unlikely title *Eupsychian Management*, but it never achieved wide readership or commercial success. At the request of Maslow's family, co-author Deborah Stephens breathed new life into the manuscript by combining Maslow's insights with the reflections of extraordinary leaders in the 1990s. The result is very powerful for aspiring leaders of any generation.

McCall, Morgan W. Jr., Michael M. Lombardo and Ann M. Morrison (1988), *The Lessons of Experience: How Successful Executives Develop on the Job*, Lexington Books, Lexington MA. This book systematically explores the secrets of successful leaders. It is based on a series of four studies encompassing 191 successful executives from six major corporations. The book organizes the lessons from successful leaders around five themes: Setting and implementing agendas, handling relationships, basic values, executive temperament, and personal awareness. The chapters illustrate how work assignments provided insights in the five theme areas through a series of trials by fire. The book is particularly helpful in showing how winners learned lessons from failure and personal hardships that led to their eventual success.

Morgan, Eileen (1998) *Navigating Cross-Cultural Ethics : What Global Managers Do Right to Keep From Going Wrong*, Butterworth-Heinemann, Woburn, MA. An interesting book on a topic that is increasingly difficult for managers operating across international boundaries, where what is legal, ethical, and appropriate can vary a great deal from one country to another.

Mullins, John and Randy Komisar (2009), *Getting to Plan B*, Harvard Business Press, Boston, MA. An excellent book about how to develop a business model and how to adapt our business plan when it becomes clear that the customers are resisting your "Plan A." It has easy to read and practical advice from two gurus of entrepreneurship.

O'Neill, Mary Beth (2000), *Executive Coaching with Backbone and Heart*, Jossey-Bass Publishers, San Francisco, CA. If you have been looking for sound direction on how to coach top executives, here it is. Using a four phase methodology, Mary Beth gives her unique perspective and sage advice to successfully manage the coach-client relationship and effect dramatic changes that ensures the business outcomes leaders want.

Pfeffer (1992), *Managing with Power: Politics and Influence in Organizations*, Harvard Business School Press, Boston, MA. An excellent dose of street smarts for people who are not naturally Machiavellian, and who are tired of getting ambushed by evil forces that lurk in all too many organizations. A person who wants to work with integrity can use this book as body armor when defending against people who don't.

Pfeffer, Jeffrey (1994), *Competitive Advantage Through People: Unleashing the Power of the Work Force*, Harvard Business School Press, Boston, MA. Easy to read, clear lessons about how to manage the workforce. Numerous interesting examples.

Pfeffer, Jeffrey and Robert I Sutton (2000), *The Knowing – Doing Gap: How Smart Companies Turn Knowledge into Action*, Harvard Business School Press, Boston, MA. Knowledge management has become a popular topic as organizations have tried to develop information systems to better harness and share the knowledge of their employees. *The Knowing-Doing Gap* is about a related, yet larger problem. How can organizations do a better job of converting knowledge into action that improves performance? Pfeffer and Sutton first point out five factors that create a “Knowing – Doing Gap: 1) when talk substitutes for action; 2) when memory is a substitute for thinking; 3) when fear prevents acting on knowledge; 4) when measurement obstructs good judgment; and 5) when internal competition turns friends into enemies. Then they give examples of companies that have avoided these traps and created environments that close the Knowing-Doing Gap. Their last chapter, “Turning Knowledge into Action,” gives eight guidelines for managers who want to act on the lessons from the book.

Solomon, Charlene and Michale S. Schell (2009) *Managing Across Cultures: The Seven Ways of Doing Business with a Global Mindset*, McGraw Hill, New York, NY This is a recent addition to my best books portfolio. It uses a variation of the original models from Hofstede and from Trompenaars, and adds some other interesting dimensions. The Seven Dimensions are: 1. Hierarchy/Egalitarianism; 2. Group Focus; 3. Relationships; 4. Communication Styles; 5. Time Orientation; 6. Change Tolerance; 7. Motivation/Work-Life Balance. The book allows you to score yourself on the seven dimensions and then compare your scores across country averages from the authors’ data base. Their online web pages are a bit linear and rigid, but if you want you can complement the book with other tools. The book itself is well worth reading – after Hofstede!

Sonnenfeld, Jeffrey (1988), *The Hero's Farewell: What Happens when CEOs Retire*, Oxford University Press, New York and London. This book shows different paths taken by CEOs when they leave their organizations. It deals thoughtfully with sensitive subjects, such as aging leaders and workers. It characterizes four exit strategies for CEOs, based on Sonnenfeld's research: Monarchs, Generals, Ambassadors, and Governors. It can serve as a useful starting point for discussions of leadership succession - a topic that is often painful and complicated for leaders of both entrepreneurial companies and large, established firms.

Stoltz, Paul G. (2000), *Adversity Quotient@Work*, Morrow, Harper Collins, New York, NY. This is a powerful and empowering book that helps anyone who must manage in the face of adversity and change. It employs a well-validated psychological instrument, the Adversity Quotient, which measures an individual’s response to adversity. It shows how people react to change and pressure in the work place, using a mountain climbing metaphor and dividing psychological responses into those of climbers, campers, and quitters. It then shows how we can identify and recruit and develop individual climbers, and build effective teams and organizations. The instrument is an excellent complement to the Myers Briggs. The book is a must read for anyone who must manage change.

Sutton, Robert I. (2007), *The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't*, Warner Business Books, Boston, MA. The title reaches out and beckons you to start reading in the bookstore. The powerful prose, gripping examples and practical advice compel you to buy three copies. One for yourself, one for your significant other, and one for your best friend. This book will become the One Minute Manager of the 21<sup>st</sup> century. Required reading for anyone who is responsible for managing a team, a division, a company, or a critical client relationship. *The No Asshole Rule* is also the antidote to the pointy headed boss of *Dilbert* fame. I showed it to a legal secretary a 9 PM as we waited for a couple of partners who were arguing about the nuances of legal language, while we sat without dinner, munching on candy and drinking coffee, waiting for permission to go home. I told her that the book showed how to tell the difference between a Temporary Asshole and a Certifiable Asshole. She smiled, said that every secretary in the firm already knew the difference and could categorize their partners. She then mused on the

best way to get copies of the book into the hands of the certifiable assholes as an invitation to change their behavior. She decided to send copies anonymously, in unmarked brown envelopes with only the partner's names, to be distributed by the mail boy as part of interoffice mail. The perfect plan. Read this book. Now. And if you are wondering who the asshole is when you've finished, read it again. Chances are, it's you. How to tell your friends about it on email without getting hot pepper rating? Change Asshole to Crasshole. But if you do that, something will be lost in translation.

Trompenaars, Fons and Charles Hampden-Turner (1998) *Riding the Waves of Culture: Understanding Cultural Diversity in Business, Second Edition*, McGraw Hill, New York, NY A superb, witty book about the differences in country cultures that can lead to systematic differences in the way that most people in one culture will behave compared with people from another country. Based on extensive empirical research, and at the same time very pragmatic, irreverent, and fun to read. An excellent guide for anyone who must lead, influence, or communicate persuasively with citizens of a country different from your own.

Trout, Jack, with Steve Rivkin (1999), *The Power of Simplicity*, McGraw-Hill, New York, NY. This book is a simple set of rules of thumb about leadership, management, and people issues. It is written in the classic Jack Trout style. Crisp. Concise. Clear. Controversial. Chock full of vivid examples.

Tulgan, Bruce (1995), *Managing Generation X: How to Bring Out the Best in Young Talent*, Merritt Publishing, Santa Monica, CA. This is a lively, feisty "how to" manual for anyone that manages anyone who was born between 1961 and 1981. Written by an Generation Xer who went to law school, worked in investment banking, and has masterminded a statewide political campaign, it hammers home themes that include: Who Are The Xers In Your Office - And What Do We Want? How Not To Manage Generation X, Bringing Out The Best In Generation X. Some of the assertions are surprising. Some are provocative. As you read it, ask yourself: How are the demands of Generation X for good managers different from the demands of other generations? How are they similar?

Whitworth, Laura and Henry Kimsey-House and Phil Sandahl (1998), *Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life*, Davies-Black Publishing, Palo Alto, CA. Another outstanding resource for anyone interested in honing coaching skills as part of your leadership toolkit.

Winchester, Simon (2008), *The Man Who Loved China*, Harper Perennial, New York, NY. This is an amazing biography of Joseph Needham, a British Professor from Cambridge University who fell in love with China. In the course of his career from the 1930s until his death in discovered thousands of technological innovations that originated in China and were later spread to Europe and the rest of the world. Needham was the author of a 24 volume series entitled *Science and Civilization in China (1954-2004)*, Cambridge University Press, that catalogued advances in science and engineering in China that had been previously unknown in the west. The book was an engaging and enjoyable story about a very colorful global thought leader and the two women who most influenced his life and career.

Ziegler, Mel, Bill Rosenzweig and Patricia Ziegler (1992), *The Republic of Tea: How an Idea Becomes a Business*, Currency Doubleday, New York, NY. Great story about the founding of a company told in a zen metaphor.

## 7. Global Entrepreneurial Marketing

Aaker, David, V. Kumar, and George Day (1995), *Marketing Research: Fifth Edition*, John Wiley and Sons, New York, NY. A clear, comprehensive, and up-to-date compendium of marketing research tools and methods.

Anderson, Chris (2006) *The Long Tail: Why the Future of Business is Selling Less of More*, Hyperion, New York, NY. This is a landmark book that shows how digital products on the Internet can allow larger numbers of digital brands to find economically viable global market segments. The economics of profitably serving the long tail exist because the marginal cost to manufacture and distribute one more copy of a digital product approach zero.

Anderson, Chris (2009) *Free: The Future of a Radical Price*, Hyperion, New York, NY. This is a provocative and insightful book about business models based on giving away a lot of value for free, with the expectation that a segment of premium customers will pay for additional products and services. This pricing strategy is particularly appropriate for digital products and services, because the Internet has reduced marginal distribution and communication costs to zero. However the author gives examples of when and why other products should also use “free” as part of their pricing and marketing strategy.

Berrigan, John and Carl Finkelbeiner (1992) *Segmentation Marketing: New Methods for Capturing Business Markets*, Harper Business, New York, NY. The most comprehensive book I have found on how to do market segmentation for business-to-business products and services. Includes concrete plans of action for doing a market research project to segment business customers and prospects based on their needs at the functional, operational, and corporate level.

Berry, Leonard L. and A. Parasuraman (1991), *Marketing Services: Competing through Quality*, The Free Press, New York, NY. The sequel to Zeithaml, Berry, and Parasuraman (1990), *Delivering Quality Service*. It offers a common definition: quality and customer satisfaction are a function of meeting or exceeding customer expectations. Next, it shows how anyone who delivers customer service is actually engaged in marketing. The chapters are clear, coherent, and offer action checklists to help readers identify concrete next steps to apply the insights in their companies.

Blank, Steven Gary (2006), *The Four Steps to the Epiphany*, Cafepress.com. An outstanding book about a new approach for high tech entrepreneurial companies interacting with customers. Steve Blank proposes a process called customer development to complement the product development process. He then offers clear specific process steps that show how to implement the model. This book helps entrepreneurs thrive in the early market and prepare to cross the chasm.

Bonoma, Thomas V. (1985), *The Marketing Edge: Making Strategies Work*, The Free Press, New York, NY. The best book written to date on marketing implementation.

Bonoma, Thomas V., and Bruce H. Clark (1988), *Marketing Performance Assessment*, Harvard Business School Press, Boston, MA. A thoughtful and thought provoking book which explores different measures of marketing efficiency and effectiveness, and offers a conceptual model of how marketing managers judge the success of various marketing programs. It represents the first step in a long journey after decades of neglect among marketing scholars.

Bonoma, Thomas V., and Thomas J. Kosnik (1990), *Marketing Management: Text and Cases*, Richard D. Irwin, Homewood, IL. Definitely not a book to buy, since 80% of the page count is marketing cases. However, it may be worth a browse to see what students at the Harvard Business School are exposed to during an introductory marketing course.

Churchill, Gilbert A., Jr. (1991), *Marketing Research: Methodological Foundations*, The Dryden Press, Chicago, IL. One of the best, most current, and most comprehensive encyclopedias of marketing research. 1,070 pages of everything you wanted to know about what tools are available and when and how to use them.

Clancy, Kevin J. and Robert S. Shulman (1994), *Marketing Myths That Are Killing Business: The Cure for Death Wish Marketing*, McGraw-Hill, New York, NY. This is a sophisticated and irreverent book written by two very experienced marketing gurus. It torpedoes hundreds of myths that mediocre marketers have been following mindlessly for decades. In exchange, the authors give pragmatic, creative ideas about how to pursue marketing intelligently. A must read for marketing professionals, and for senior executives who don't want to be misled by unprofessional marketers.

Cook, Victor J., Jr., Jean-Claude Larréché, and Edward C. Strong (1989), *Readings in Marketing Strategy*, The Scientific Press, Redwood City, CA. The best collection of readings on marketing strategy in one volume. (However, see my list of best articles for those not available in any single book.)

Cooper, Robert G. (2001), *Winning at New Products, Third Edition*, Perseus Publishing, Cambridge, MA. This is the leading text book on how to accelerate the product development process “from idea to launch.” It includes the stage gate model that is popular in many product development organizations. Chapter 8, “Picking the Winners,” has an interesting model for portfolio management. Chapter 10 has a useful summary of how to launch a new product into the market.

Cooper, Robert G. Scott Edgett, Elko KleinSchmidt, (2001), *Portfolio Management for New Products Second Edition*, Perseus Publishing, Cambridge, MA. Although I have not read this book, I have skimmed table of contents and index, and it is on my list to buy when my budget permits. It expands on the chapter on product portfolio management in Cooper’s book, *Winning at New Products*.

Corey, E. Raymond, Frank V. Cespedes, and V. Kasturi Rangan (1989), *Going to Market: Distributional Systems for Industrial Products*, Harvard Business School Press, Boston, MA. An interesting book on the complexities of industrial distributions systems, with examples ranging from disk drives to air compressors.

Davidow, William H. (1986) *Marketing High Technology: An Insider’s View*, Free Press, New York, NY. A pithy and pragmatic treatment of high-tech marketing from an Intel alumnus who is now a prominent venture capitalist in Silicon Valley.

Davis, Robert T. and F. Gordon Smith (1984), *Marketing in Emerging Companies*, Addison-Wesley, Reading, MA. This is a crisp, concise, and easy-to-digest primer on marketing. Although targets for and extremely popular with executives in emerging companies, it is also an excellent source of information about marketing for non-marketing executives in large organizations. It clearly lays out the foundations and structure of marketing without too much jargon or detail.

Day, George S. (1984), *Strategic Market Planning: The Pursuit of Competitive Advantage*, West Publishing, St. Paul, MN. A short book that provides a readable structure for companies interested in strategic market planning.

Day, George S. (1990), *Market Driven Strategy: Processes for Creating Value*, The Free Press, New York, NY. A useful, up-to-date synthesis of marketing strategy.

Dolan, Robert J. and Hermann Simon. (1996) *Power Pricing: How Managing Price Transforms the Bottom Line*, The Free Press, New York, NY. The best comprehensive users’ manual to link pricing to profits.

Gale, Bradley T. (1994) *Managing Customer Value*, Free Press, New York, NY. An excellent book that shows how to link quality, customer satisfaction and profitability. Based on research using the PIMS data base, Gale provides compelling evidence that firms offering higher quality earn higher profits over time. He also shows how to measure how customers rate the value of your products and services relative to the competition.

Godin, Seth (1999) *Permission Marketing*, Simon & Schuster, New York, NY. Godin has written a manifesto for the interactive marketing revolution. This delightful book yields profound insights about how the Internet, interactivity and databases about what customers do when they shop and is changing the rules of the marketing game. Marketers brought up on the marketing gospel according to Kotler and others, beware. Permission marketers will eat your lunch.

Godin, Seth (2001) *Unleashing the Ideavirus*, Hyperion, New York, NY. This is a great way to get a deep understanding of the word of mouth phenomenon in marketing, especially since the advent of the Internet. Early adopters who tell others and act as opinion leaders are the “sneezers” who spread the virus of any radical new idea.

Godin, Seth (2003) *Purple Cow: Transform your Business by Being Remarkable*, Portfolio, New York, NY. This is an excellent book on the importance of being remarkable in marketing. It offers a fresh take on the challenge of differentiation in a world of too many “me-too” choices.

Godin, Seth (2007) *The Dip*, Simon & Schuster, New York, NY. This book is brilliant. It teaches us with elegant simplicity that we have to know when to quit, and know when to stick. Whether you are executing a strategy for your own career, a product you are managing, a startup you have founded, or a global company you are leading, focus is the secret to becoming the best in the world at what you do. I used to call this: “Know when to hold them, know when to fold them. I have held far too many hands far too long in my own career. Quit or stick. Do it now. Don’t look back. You must read this book.

Hanson, Ward, (2000), *Principles of Internet Marketing*, South Western College Publishing, Thomson Learning. An excellent primer on the new methods, tools, practices, and issues in marketing in the Internet economy. Hanson has documented the practical state of the art, and added insights that will be useful to any marketing practitioner. If you expect to market in the 21<sup>st</sup> century, you’d better know what’s in this book!

Hughes, Mark (2005), *Buzz Marketing: Get People to Talk about Your Stuff*, Penguin/Portfolio Books, New York, NY. This is an excellent book about a form of marketing that has become increasingly popular – buzz marketing. It gives pragmatic guidelines for how to do buzz marketing, with engaging examples of how buzz marketing has been effective for a wide variety of products and services. It’s fun to read, and full of useful ideas.

Kotler, Philip (2003), *Marketing Management: Eleventh Edition*, Prentice Hall, Englewood cliffs, NJ. One of the most useful and comprehensive marketing textbooks. For decades, Kotler has been scanning the marketing horizon for the best new ideas, synthesizing them, adding his own useful spin, and publishing them. This book is the market share leader in graduate business programs -- an encyclopedia of marketing.

Kotler, Philip, Swee Hoon Ang, Siew Meng Leong, Chin Tiong Tan (1996), *Marketing Management: An Asian Perspective*, Prentice Hall, Simon & Schuster, Singapore. This paperback is a special “Asian” version of Kotler’s best selling textbook, *Marketing Management: Analysis, Planning, Implementation, and Control*. It shares a very similar architecture and chapter structure to that book, and is filled with interesting and timely examples from Asia. If you love the classic Kotler, and need to develop a more global slant, this book makes it easy to leverage the investment you already have made in Kotler’s market share leading text, while giving you plenty of new insights and examples to stimulate your learning.

Levitt, Theodore (1986), *The Marketing Imagination*, The Free Press, New York, NY. A collection of Levitt’s best and most provocative marketing essays. The chapters are articles that originally appeared in the *Harvard Business Review*. Many of the articles caused stormy controversies when they were first published. The debates that Levitt have touched off in the last 30 years have been a major factor in advancing marketing thinking.

Li, Charlene and Josh Bernoff (2009), *Marketing in the Groundswell*, Harvard Business Press, Boston, MA. This thin book is packed with insights and examples about how marketers are using social media to interact with their customers, understand needs, build loyalty and engage communities of customers to create momentum in the marketplace. The book is a sequel to a longer book entitled *Groundswell*, published in 2008. However, it can be used without reading its predecessor. If you wonder about how to use social media, blogs, user generated content, wikis, widgets, podcasting and other internet media to engage customers, this book is a great source of ideas. Their concrete example of the ROI of a company blog was excellent.

Marcus, Bruce W. (1992), *Competing for Clients in the 90s*, Probus Publishing, Chicago, IL. An excellent and comprehensive marketing guide by the author of *The Marcus Letter on Professional Service Marketing*. Ideal for attorneys, accountants, and consultants, who often have neither the will nor the money to launch big ticket, high gloss marketing campaigns. Lots of solid tips on subtle marketing approaches.

McCann, John M. (1986), *The Marketing Workbench: Using Computers for Better Performance*, Dow Jones-Irwin, Homewood, IL. An interesting summary of how consumer product companies were using information technology to leverage their marketing efforts in the mid-1980s. Although a bit dated for consumer products, many of the ideas in the book may be new to industrial products firms. As the technology has gotten better, some of breakthroughs in the 1980s are even more critical in the 1990s.

McKenna, Regis (1997), *Real Time: Preparing for the Age of the Never Satisfied Customer*, Harvard Business School Press, Boston, MA. Regis McKenna has created another provocative book that helps marketers to realize that the old runes of marketing are dead - victims of the information age. The examples are compelling and the message is clear. In addition, the web sites in the back of the book are a great starting point for any real-time marketer's roadmap.

McKenna, Regis (1991) *Relationship Marketing*, Addison-Wesley, Reading, MA. A revision and expansion of McKenna's 1986 book: *The Regis Touch: New Marketing Strategies for Uncertain Times*. Both volumes are popular books on high-tech marketing, with useful insights for anyone marketing in a turbulent environment. The more recent work includes insights on building marketing relationships. Easy reading.

Meredith, Geoffrey and Charles Schewe (2002), *Defining Markets, Defining Moments*, Hungry Minds, Inc. New York, NY. This book is all about Cohort Marketing. It has an interesting multidimensional conceptual model to make marketing programs targeted at a particular cohort more effective.

Moore, Geoffrey A. (1991, 1999, 2002) *Crossing the Chasm*, Harper Business, New York, NY. A lively and readable book that points out the gulf that often exists between early adopters of a new, high-tech product and the vast majority of customers. Moore uses an analogy of the D-Day invasion to show how to navigate the chasm and market to the mainstream.

Moore, Geoffrey A. (1995, 1999) *Inside the Tornado*, Harper Business, New York, NY. A superb sequel to *Crossing the Chasm* that uses vivid, memorable metaphors like gorillas, chimps, bowling alleys, and tornados to drive home key lessons facing marketers and leaders in highly volatile markets. A must read for anyone in a high-tech, high-velocity industry, especially where standards and compatibility are important.

Nagle, Thomas T. (1987), *The Strategy and Tactics of Pricing*, Prentice Hall, Englewood Cliffs, NJ. An authoritative and comprehensive book about pricing strategy and tactics.

Peppers, Don and Martha Rogers, (1997) *Enterprise One To One: Tools for Competing in an Interactive Age*, Currency Doubleday, New York, NY. The sequel to *The One To One Future*, this book gives the step-by-step approach any organization can follow to establish the potential value of each customer, understand each individual customer, remember details about their needs and behavior, interact with them, customize their products and services, and continually learn how to increase the value they deliver. Must read for any company marketing in the age of the Internet.

Peppers, Don, Martha Rogers, and Bob Dorf (1999) *The One to One Field Book*. How to and hands on tools and tips to supplement the authors earlier best sellers.

Quelch, John A. (1989), *Sales Promotion Management*, Prentice Hall, Englewood Cliffs, NJ. A thorough treatment of sales promotion from a Harvard professor who has vast experience in the way that leading consumer products companies use a variety of sales promotions as marketing tools.

Rangan, V. Kasturi, Benson P. Shapiro and Rowland T. Moriarty (1995) *Business Marketing Strategy*, Richard D. Irwin, Chicago, IL. An excellent collection of readings on the subject of business-to-business marketing drawn from the *Harvard Business Review* and other sources.

Ries, Al, and Jack Trout (1981, 2001), *Positioning: the Battle for Your Mind*, Warner Books, McGraw-Hill, New York, NY. A lively introduction to the concept of positioning, as it applies to products, services, companies, countries, churches, causes, and careers.

Ries, Al, and Jack Trout (1986), *Marketing Warfare*, Plume, McGraw-Hill, New York, NY. Not as rigorous as reading von Clausewitz in the original... but still an interesting application of the concepts of military strategy to marketing, and one many people have read. One caveat: marketing is not always a battle, and so military metaphors are not always appropriate.

Ries, Al, and Jack Trout (1993), *The 22 Immutable Laws of Marketing*, HarperCollins Publishers, New York, NY. Crisp, clear, controversial advice from a pair of marketing gurus. Lots of up-to-date examples from consumer products, air freight, and computers.

Ritchie, Karen (1996) *Marketing to Generation X*, Lexington Books, New York, NY. An intriguing assessment of how the needs of Generation X differ from those of the Baby Boomer Generation, and the implications of marketing everything from jobs to cars and consumer products. Insightful and readable text, plus lots of interesting statistics and graphs showing demographic and product usage information. This is useful for anyone whose job requires them to understand and communicate with people born between 1961 and 1981.

Rogers, Everett M. (1995) *Diffusion of Innovations*, Fourth Edition, Free Press, New York, NY. This book is the classic work on diffusion of innovations. An outstanding reference for the underlying theory, as well as a broad spectrum of empirical studies conducted by the author and other innovation researchers.

Rosen, Emmanuel (2000), *The Anatomy of Buzz: How to Create Word of Mouth Marketing*, Doubleday Currency, New York, NY. A clear explanation of viral marketing. It shows how to help customers accelerate the velocity of their positive word of mouth marketing of new products.

Sherlock, Paul (1991), *Rethinking Business to Business Marketing*, Free Press, New York, NY. A challenging, iconoclastic, pragmatic book about marketing technology-intensive products to business customers.

Shih, Clara (2009), *The Facebook Era: Tapping Online Social Networks to Build Better Products, Reach New Audiences, and Sell More Stuff*, Prentice Hall: Pearson Education, Boston, MA. I teach Global Entrepreneurial Marketing at Stanford. I have assigned *Facebook Era* as required reading for that course. It does a great job of explaining how to leverage marketing and sales by integrating Social Networking technologies with Salesforce.com. The author also developed the first enterprise application that links Facebook to Salesforce.com - so you can implement her advice. *Facebook Era* is one of the best business books that I have read since 1975. I have skimmed tens of thousands of business books and bought over 5,000 of them in my career. *Facebook Era* is by far one of the best of the best. Buy it now!

Seybold, Patricia (1998), *Customers.com: Make it Easy for Customers to do Business With You*, Times Mirror-Random House, New York, NY. A brilliantly written book about how great companies are using interactive technologies, including the World Wide Web, to reengineer their customer facing processes, eliminate blind spots, and finally make it easier for customers to do business with them. The five steps to success are very powerfully written. The Eight Critical Success Factors and case studies show what is possible, by systematically sharing best practices.

Smith, N. Craig and John A. Quelch (1993), *Ethics in Marketing*, Richard D. Irwin, Homewood, IL. A book that includes both readings and case studies illustrating ethical issues that encompass every dimension of the marketing mix: product policy, pricing, distribution, and marketing communication. It also illustrates ethical dilemmas in market selection and strategy decisions.

Trout, Jack, with Steve Rivkin (1996), *The New Positioning: The Latest on the World's #1 Business Strategy*, McGraw-Hill, New York, NY. An excellent sequel to the (1981) classic: *Positioning, The Battle for Your Mind*. Trout revisits old concepts, and provides the latest insights in three broad areas: Understanding the

Mind; Dealing with Change; and The Tricks of the Trade. Short, sweet, easy-to-read, and provocative, as always.

Trout, Jack, with Steve Rivkin (1999), *The Power of Simplicity*, McGraw-Hill, New York, NY. Management rules of thumb written in the classic Jack Trout style. Crisp. Concise. Clear. Controversial. Chock full of vivid examples.

Trout, Jack, with Steve Rivkin (2000), *Differentiate or Die*, John Wiley & Sons, New York, NY. This book is a wakeup call to companies who have gotten lazy, and pretend that they are differentiating themselves by being high quality, customer focused, the most creative, or the lowest price. The authors point out the error in this approach, and go on to show nine effective ways to differentiate. They also offer a systematic process and clear, compelling examples of how to differentiate. Everyone from Professor Philip Kotler to CBS anchorman Dan Rather has raved about this book.

Webb, Eugene W., Donald T. Campbell, Richard Schwartz, and Lee Sechrest (1966), *Unobtrusive Measures: Nonreactive Research in the Social Sciences*, Rand McNally College Publishing, Chicago, IL. This is a delightful book about how to collect market research without biasing the results of the study by depending solely on questionnaires and interviews. Webb et. al. point out that using only one method to collect information guarantees that there will be systematic biases. They provide numerous suggestions about how to gain insight from information that is already lying around, waiting to be mined. Their chapters cover the use of physical traces (including garbage), public and private archival records, simple observation, and hidden hardware. A classic!

Whiteley, Richard C. (1991), *The Customer Driven Company: Moving from Talk to Action*, Addison Wesley, Reading, MA. A clear and well documented book that builds on the research by Zeithaml, et. al. discussed below. The appendices include excellent examples of forms, data displays and tools that can be customized by the reader.

Wiefels, Paul. (2002) *The Chasm Companion: A Back to Basics Approach for Creating Winning Market Strategies*, Harper Business, New York, NY. This book provides a detailed explanation of tools actually used by Geoff Moore and his colleagues in the Chasm Group with their high tech clients when they work together to develop and implement marketing strategies.

Zeithaml, Valarie A., A. Parasuraman, and Leonard L. Berry (1990), *Delivering Quality Service*, The Free Press, New York, NY. A clear and well-researched book about quality service and customer satisfaction. Lots of concrete ideas about how to set up a program to create, monitor, and communicate about quality service.

## 8. Negotiation

Babcock, Linda and Sara Laschever (2003), *Women Don't Ask: Negotiation and the Gender Divide*. Princeton University Press, Princeton, NJ. This is a compelling and well-researched book that reveals how differences in male and female negotiation styles have contributed to the male-female pay gap, and other elements of the gender divide.

Babcock, Linda and Sara Laschever (2009), *Ask For It!* Bantam-Dell, New York, NY. This sequel to *Women Don't Ask: Negotiation and the Gender Divide* offers pragmatic advice on how women can become better negotiators by changing some implicit negotiating practices that they may have been unconsciously learned while growing up. This is an excellent book for both men and women who negotiate with members of the opposite sex.

Fisher, Roger and William Ury (1981,1991), *Getting to Yes: Negotiating Agreement without Giving In*, Penguin, New York, NY. A classic book on principled negotiation. Required reading for any business professional.

Fisher, Roger, and Scott Brown (1988), *Getting Together: Building a Relationship that Gets to Yes*, Houghton Mifflin, Boston, MA. An excellent sequel, which shows how to lay the foundation for successful negotiations.

Ury, William (1991), *Getting Past No: Negotiating with Difficult People*, Bantam Books, New York, NY. How to deal with negotiators that break all the rules in *Getting to Yes*. An important addition for those who face hardball tactics and dirty tricks from the other side.

Ury, William (2007), *The Power of a Positive No: How to Say No and Still Get to Yes*, Bantam Books, New York, NY. This book is the piece de resistance for William Ury. It addresses a challenge that many leaders face in negotiation: How to firmly yet gracefully say “no” in any negotiation, yet still have the door open to future win/win collaboration. A must read for anyone who negotiates anything. That is, for everyone.

## 9. Project Management and Leading Teams

Brooks, Frederick P., Jr. (1975), *The Mythical Man-Month: Essays on Software Engineering*, Addison-Wesley, Reading, MA. A short, lucid, and witty set of essays on the management paradoxes of the systems development process. Many of these insights about the software development process in the 1960s are still useful more than 25 years later, despite radical changes in information technology.

DeMarco, Tom, and Timothy Lister (1987), *Peopleware: Productive Projects and Teams*, Dorset House Publishing, New York, NY. A superb and funny book about managing technology-intensive projects. It is also an excellent source for insights about how to create an effective organization, and how conventional managerial practices destroy morale, motivation, productivity, and effectiveness. One of the best chapters is: “Quality - If Time Permits.” The major sections of the book include: 1) Managing the Human Resource; 2) The Office Environment; 3) The Right People; 4) Growing Productive Teams; and 5) It's Supposed to be Fun to Work Here. Beneath those conventional sounding section headings are chapters with outrageous titles like “Teamicide” and “The Furniture Police.” The chapters are bite-sized, and self contained, which allows for easy consumption during a busy, fragmented schedule. This is one of my favorite books of all time.

Jackson, Phil, and Hugh Delehanty (1995), *Sacred Hoops: Spiritual Lessons of a Hardwood Warrior*, Hyperion Books, New York, New York. Are you a basketball fan? If not, do you find yourself surrounded by people who wax eloquent about Michael Jordan, or recount details of the most recent face off between the Chicago Bulls and the New York Knicks? If either of the two statements are true, this book will be an enjoyable read, and will give you something to share with your colleagues. Written by the coach of the Chicago Bulls, it describes his spiritual growth on the path from basketball player to coach of the most famous pro basketball team in history. It reveals how Jackson used spiritual practices to help Michael Jordan and the Chicago Bulls during three successive championship seasons, a devastating defeat, and a triumphant return to the winner's circle. There are numerous lessons for anyone who faces challenges of how to build teams, manage prima donnas, and deal with life's victories and defeats, by harnessing the power of a clear mind, an open heart, and the spirit within.

Katzenbach, Jon R. and Smith, Douglas K. (1993), *The Wisdom of Teams: Creating the High Performance Organization*, Harvard Business School Press, Boston, MA. Lots of good examples about how different companies use teams. A bit text-heavy, yet worth reading. The authors have a fine HBR article called “The Discipline of Teams” for readers with less time to invest.

Katzenbach, Jon R. and Douglas K. Smith (2001), *The Discipline of Teams*, John Wiley & Sons, New York, NY. One of the most significant challenges that has arisen with widespread adoption of the Internet is managing virtual teams. Katzenbach and Smith's new book, *The Discipline of Teams* is a great resource for anyone who must manage virtual teams to deliver outstanding results. *The Discipline of Teams* is a sequel to Katzenbach and Smith's (1993) *The Wisdom of Teams*. In the new book, the authors distinguish between

two disciplines for effective small group leadership: Single Leader Unit Disciplines and Real Team Disciplines. Throughout the book, they point out how and when to employ the two disciplines for each performance outcome a virtual team has to achieve. In Chapters 2 and 8, they specifically address virtual teaming, and how interactive communications technologies can either help or hinder virtual team performance. The clear, concise insights and recommendations in the text are augmented by short “hands on” exercises after every chapter that a virtual team can use to practice and master the disciplines.

O'Hara-Deveraux, Maureen, and Johansen, Robert (1994) *GlobalWork: Bridging Distance, Culture, and Time*, Jossey-Bass, San Francisco. Excellent book for conceptual models about how to use technologies to enhance the work of global teams, and how to apply the seven-stage team performance model to global project teams. Although the book is longer and heavier than it needs to be, there are gems that are worth several times the purchase price. Hint: skim the text, and focus on the diagrams! The authors' pictures are worth 1,000 words.

Parker, Glenn M. (1990) *Team Players and Teamwork*, Jossey Bass, San Francisco, CA. A comprehensive review of early literature on teams, coupled with practical ideas on : 1) what makes teams effective and ineffective; 2) how to be an effective team player and team leader; 3) how to assess the health and effectiveness of a team. One of the best of a large number of books about teams for practitioners.

## 11. Sales, Account Management, and Business Development

Bosworth, Michael (1998) *Power Based Selling*, This book provides a crisp and insightful description of a sales process that is particularly useful in business to business selling of high cost, high risk, high teach products and services. Very practical tools and ideas, based on Bosworth's popular sales seminar that has been very useful to me and a number of high tech executives I know.

Cathcart, Jim (1990), *Relationship Selling: The Key to Getting and Keeping Customers*, Perigree Books, New York, NY. A short, crisp, and powerful book about how to relate to four different individual buying styles: steady relater, cautious thinker, dominant director, and interactive socializer. Head and shoulders above other books of this type (and there are many). It provides a diagnostic framework and concrete, practical recommendations about how to relate to different types of buyer behavior. Available in paperback , audiotape, and videotape formats, as well as live workshops.

Cialdini, Robert (1993), *Influence: The Art of Persuasion: Revised Edition*. This book shows the ways that influence professionals (sales and marketing people) prey on customers by taking advantage of heuristics and biases in decision making. It is a classic that ought to be read by anyone who competes with aggressive sales people, or who wants to understand why some clients have a natural distrust for people in business development roles.

Connor, Dick (1989), *Increasing Revenue from your Clients*, John Wiley & Sons, New York, NY. A list of simple but powerful techniques to help discipline a business developer's interactions with clients so that relationships, and revenues, grow over time. Shows that business development is not rocket science, with lots of pragmatic, helpful “how-tos.”

Harding, Ford (1994) *Rain Making: The Professional's Guide to Attracting New Clients*, Adams Media Corporation, Chicago, IL. This is an excellent resource for those selling professional services, such as law, accounting, consulting, and high end financial advisory services to corporate clients. The sequel, (Harding, Ford, (1998) *Creating Rainmakers: the Managers Guide to Training Professionals to Attract New Clients* provides useful tactics for training others to make rain, once you have learned to do it yourself.

Heiman, Stephen E., Diane Sanchez with Tad Tuleja (1998), *The New Strategic Selling*, Warner Books, New York, NY. An excellent book that provides insights on: formulating a large sales campaign for one client company, different types of buyer responses, and multi-account sales strategy.

Heiman, Stephen E., Diane Sanchez with Tad Tuleja (1999), *The New Conceptual Selling*, Warner Books, New York, N.Y. This is a very good basic book on business-to-business sales tactics. Competes with Rackham's *SPIN Selling*. Complements Heiman, Stephen E., Diane Sanchez with Tad Tuleja (1998), *The New Strategic Selling*.

Holden, Jim (1990), *Power Base Selling*, John Wiley & Sons, New York, NY. This book gives a crisp, clear discussion of how to assess the sources of influence in buying decisions, and how to outmaneuver the competition. Frequent references to Sun Tsu's *The Art of War*, for those too busy to read the original.

Laborde, Genie Z., (1987), *Influencing With Integrity*, Syntony Publishing. One of the best books available on the emerging science of Neuro Linguistic Programming (NLP). Clear examples and advice on how to use NLP to: 1) match your communication style to another person's preferred way of receiving information; 2) reduce conflicts by dovetailing goals; 3) sell and negotiate more effectively; 4) run more effective meetings; and 5) enhance your performance, and the performance of those around you.

Martin, Steve (2002, 2004) *Heavy Hitter Selling*, is an interesting book by a successful sales executive who has years of experience in selling high tech products and services. Most high-technology companies are well versed on the logical arguments for selecting their product. However, the customer's decision to make a major technology purchase is primarily based upon individual needs, traits of personality, and how the decision-makers receive and interpret information. *Heavy Hitter Selling-- How Successful High Technology Salespeople use Language and Intuition to Persuade Customers to Buy* attempts to explain the human nature of high technology sales. Successful high technology salespeople-- known as "Heavy Hitters"-- are experts who speak each customer's unique language, bond with customers by understanding their thought process and motivations, and use the power of suggestion to persuade both the rational intellect and the emotional subconscious to buy.

Miller, Robert B., Stephen E. Heiman with Tad Tuleja (1991), *Successful Large Account Management*, Henry Holt, New York, NY. The best book I've seen on managing relationships with large, complex, and important business customers.

Miller, Robert B., Stephen E. Heiman with Tad Tuleja (1987), *Conceptual Selling*, Warner Books, New York, NY. A good basic book on business-to-business sales tactics. Competes with Rackham's *SPIN Selling*.

Miller, Robert B., Stephen E. Heiman with Tad Tuleja (1987), *Strategic Selling*, Henry Holt, New York, NY. An excellent book that provides insights on: formulating a large sales campaign for one client company, different types of buyer responses, and multi-account sales strategy.

Page, Rick (2001) *Hope is Not a Strategy*, Rick Page is one of the most talented sales trainers I have had the privilege to learn from. His book is a concise, excellent summary of the lessons he has learned in his years in high tech sales, and his years training other professionals who sell complex products and services to enterprises and government agencies. A must read.

Peoples, David A. (1993), *Selling to the Top*, John Wiley & Sons, New York, NY. This book is an excellent, easy-to-read synthesis of dozens of books and sales training programs. It shows the reason that selling high is so critical in most business-to-business situations, and then shows how to do it. If you don't have time to spend three days in an executive sales seminar, read the book, and practice it on the job. Chapter 6, in particular is a great summary of a popular Social Styles Model that has been adapted for selling and buying situations at executive levels.

Rackham, Neil (1988), *SPIN Selling*, McGraw-Hill, New York, NY. Best book I've found on the basics of personal selling. Unlike many how-to books, this one was based on lots of systematic field research of sales people in action.

Rackham, Neil (1989), *Major Account Sales Strategy*, McGraw-Hill, New York, NY. A book about how organizational customers go through the buying process, with tips on how to increase the effectiveness of sales campaigns at each stage of that process. Very readable, and its advice is based on thoughtful field research.

Rackham, Neil and Richard Ruff (1991), *Managing Major Sales*, Harper Business, New York, NY. This book, the third in a series from Rackham, shows the differences between small sales transactions and major sales - which involve significantly more money, opportunity, and risk for buyers and sellers alike. It includes several useful chapters on how to manage major sales, and the people doing the selling.

Rackham, Neil, Lawrence Friedman and Richard Ruff (1996), *Getting Partnering Right*, McGraw-Hill, New York, NY. This fourth book in a series from Rackham, gives Rackham's spin on a familiar topic: Partnering with customers and with other suppliers. The authors focus on how to create vision, impact, and intimacy, and give concrete tactical advice about how to manage conflict and achieve balance in a business relationship.

Vass, Jerry (1993), *Soft Selling in a Hard World: Plain Talk on the Art of Persuasion*, Running Press, Philadelphia, PA. A concise collection of wisdom about the practice and profession of selling. It cuts to the heart of many of the myths that surround selling, and provides useful advice for young Turks and old salts alike.

## 10. Training for Spiritual Athletes: Books for Reflection and Self-Renewal

Albom, Mitch (1997), *Tuesdays with Morrie: An old man, a young man, and life's greatest lesson*, Bantam Doubleday, New York, NY. A poignant and clarifying true story about how a man in his 30s learns the keys to living a good life from a former college professor who is dying of ALS (Lou Gehrig's disease). Masterfully written, this book moved me from laughter to tears and back again as it delivered its pearls of wisdom. Extraordinarily useful to anyone who needs a gentle reminder to put things in perspective. Also helpful for anyone who needs a layman's guide to dying gracefully, or wants to know how to help a loved one who is facing death. One of the best books I have read in decades.

Bortz, Walter M. II, M.D. (1991), *We Live Too Short and Die Too Long: How to Achieve and Enjoy Your Natural 100-Year-Plus Life Span*, Bantam Books, New York. An easy to read and intriguing book about aging and how to make the most of it. The author shows how aging occurs, gives evidence that the expected life span of humans should be 100 years, not 75, and points out the choices that we can make to increase the probability of a long and healthy life.

Bortz, Walter M. II, M.D. (1996), *Dare to be 100*, Fireside Books, New York. An excellent sequel to *We Live Too Short and Die Too Long*. Dr. Bortz gives a 99 step plan for how to live to be 100. Lots of practical advice on how to improve both the quality and the length of life.

Cameron, Julia (2000) *God is no Laughing Matter: Observations and Objections on the Spiritual Path*. Tarcher/Putnam, Penguin Books, New York, NY. Julia Cameron displays creativity, curiosity, irreverence, and comic relief in this book of short essays and exercises. It can help believers of any faith, and even devout agnostics, deepen their spiritual practice in a secular world.

Cameron, Julia (2003) *Prayers from a Nonbeliever: A Story of Faith*, Tarcher/Putnam, Penguin Books, New York, NY. This is a poignant, witty set of short meditations. It is written as a set of letters to God from a non-believer who is struggling to make sense of the cruelties and craziness of modern life.

Catford, Lorna, and Ray, Michael (1991), *The Path of the Everyday Hero: Drawing upon The Power of Myth to Meet Life's Most Important Challenges*, G.P. Putnam's Sons, New York, NY. This book draws extensively on the pioneering work of Joseph Campbell, which describes the myth of the hero that is present in great legends and religions around the world. Using a series of thought-provoking stories and exercises, the authors encourage you as the reader to tell the story of your own life as a hero's journey, in

order to resolve important challenges. The five challenges that are confronted are: 1) discovering your true purpose; 2) bringing love into your life, 3) living stress-free in the here and now; 4) achieving personal and professional balance; and 5) finding your way to prosperity. In the process of tackling some serious grownup problems, you can enjoy of revisiting childhood stories that include Beauty and the Beast and Cinderella.

Chopra, Deepak, (1990), *Perfect Health*, Harmony Books, New York, NY. A fascinating blend of quantum physics, western medicine, and eastern mysticism that offers an interesting approach to achieve zero defects in your physical, mental, and spiritual health.

Dauten, Dale A. (1986), *Taking Chances: Lessons in Putting Passion and Creativity into your Work Life*, Newmarket Press, New York, NY. An easy-to-read, thought provoking book for an individual who is feeling bored or burned out at work and wants to rekindle the creative spirit.

Deng Ming-Dao (1992), *365 Tao: Daily Meditations*, Harper San Francisco, New York, NY. This book is a stimulus for meditation and contemplation, whether you are a Christian, Muslim, Jew, Taoist, Buddhist, or card-carrying atheist. Each passage is a crisp, coherent, call to the present moment, based on an ancient philosophical tradition.

Grimes, John (1993, 1992, 1991, 1990, 1989, 1988) *Reality Check*, Ten Speed Press, Berkeley, CA. This book of cartoons, now out of print, is my second favorite cartoon book of all time. You can go to the source, John Grimes, whenever you need world class help in creating a set of cartoons, maps, or graphical image for important presentations, books, and other materials. John's website is: <http://grimescartoons.com>

Grimes, John (1988-2000), *Fuzzy Logic*, a book of cartoons. This is my favorite book of cartoons in the world. It will give you many a belly laugh, and change your life. John Grimes is also one of the most intelligent and playful social critics and commentators of the 21<sup>st</sup> century. Awesome. For a micro-printing version, email [john@grimescartoons.com](mailto:john@grimescartoons.com), or visit his website at: <http://grimescartoons.com>

Kabat-Zinn, Jon (1990), *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness*, Delta, Bantam Doubleday, New York, NY. This book encapsulates an extraordinary program for stress reductions at the University of Massachusetts Medical Center. Very informative.

Kabat-Zinn, John, (1994), *Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life*, Hyperion Books, New York, NY. A beautiful and peaceful book of meditations.

Krakauer, Jon, (1997), *Into Thin Air*, Anchor books, New York, NY. This is a story about a tragic pair of expeditions who attempted to scale Mount Everest. Many of the climbers were killed, including guides who were experienced enough that many were surprised at their failure. The author captures the psychology of the climb, and helps to answer the question of why the expeditions kept climbing as the signs of danger were rising around them. This book is a useful metaphor for understanding why entrepreneurs take risks that most of us consider ridiculous in the pursuit of an "impossible dream."

Krakauer, Jon, (2003), *Under the Banner of Heaven: A Story of Violent Faith*, Doubleday, New York, NY. This is a story about religious extremists who commit murder in the name of God, and shows how extremism can come from a mainstream faith.

Lao-Tzu, translated by Stephen Mitchell (1992), *Tao Te Ching*, Pocket Edition, Harper & Row, NY, NY. The Tao, also known as the book of the way, was written by a Chinese wise man around the fifth century before Christ. This book is the most widely translated book in the world except the Bible. It consists of 81 one-page chapters, each of which is a subtle lesson in how to live happily and peacefully. Many of the ideas are counter-intuitive to Western and Judeo-Christian belief systems. All of them are worth contemplating.

Leonard, George (1991), *Mastery: The Keys to Long-Term Success and Fulfillment*, Dutton, New York, NY. A small and powerful book about how to bring self-discipline, patience, and joy to any process in one's life.

Long, Barry (1982, 1986), *Meditation: A Foundation Course in 10 Lessons*, The Barry Long Foundation, London, England. A superb, concise, incisive book about meditation. One lesson a day for 10 days, and you are on your way.

Needleman, Jacob (1991), *Money and the Meaning of Life*, Doubleday Currency, New York, NY. A powerful book by a world class philosopher. It explores the effect of money on our emotional and spiritual lives, and provides insight and comfort to anyone who experiences conflict or contradiction between the demands of "making a living" and "living a good life" by ethical or spiritual standards.

Sapolsky, Robert M.(1994), *Why Zebras Don't Get Ulcers: A Guide to Stress, Stress Related Diseases, and Coping*, W.H. Freeman and Company, New York, NY. An excellent, thorough, and witty guide to the psychology and biochemistry of stress. Lots of comparisons of humans to animals regarding stress and its effects.

Siegel, Bernie S. M.D. (1986), *Love, Medicine, and Miracles*, Harper & Row, New York, NY. This is a poignant and uplifting book about people who blend minds, hearts, and souls to heal their wounded bodies. A must read for anyone facing a serious illness, or who loves someone who is ill.

Suzuki, Shunryu, (1970), *Zen Mind, Beginners' Mind*, John Weatherhill, Inc., New York, NY. A playful and interesting introduction into Zen Buddhism. Rich in insight for anyone who wants to explore another path to happiness and peace of mind.

Thích Nhất Hạnh, (1991), *Peace is Every Step: The Path of Mindfulness in Everyday Life*, Bantam Books, New York, NY. Written by a Vietnamese Buddhist monk, each chapter is a short, refreshing and tranquil antidote to the stresses of life in the fast lane. It is also an excellent resource for practical techniques to manage conflict at home, at work, on the highway, or wherever we encounter anger, fear, and aggression.

Thích Nhất Hạnh, (1993), *The Blooming of a Lotus: Guided Meditation Exercises for Healing and Transformation*, Beacon Press, Boston, MA. Written by a Vietnamese Buddhist monk, each chapter is a brief meditation exercise. Very clear and easy-to-do.

Thích Nhất Hạnh, (1991), *Love in Action: Writings on Nonviolent Social Change*, Parallax Press, Berkeley, CA. This book came out during the first Gulf War (circa 1991). It had a profound effect on my own thinking about how to be a true peacemaker in a complex world. Chapter 5, "A peaceful heart" is as relevant to Americans today as it was to those thinking about our responsibilities in the first Gulf War.

Thích Nhất Hạnh, (1996), *The Long Road Turns to Joy: A Guide to Walking Meditation*, Parallax Press, Berkeley, CA. This short, practical how-to book on walking meditation is worth its weight in gold. I have adapted its principles for my morning jog, so that I do a "running meditation" some days, and walking meditation other days. This book can work miracles if you put it in practice.

Thích Nhất Hạnh, (1998), *Teachings on Love*, Parallax Press, Berkeley, CA. An extraordinary guide for all of us who need to learn how to be true love.

Thích Nhất Hạnh, (2001), *Anger: Wisdom for Cooling the Flames*, Riverhead books, New York, NY. If you have ever been angry, or had to cope with others who are angry, this book is for you!

Thích Nhất Hạnh, (2002), *No Death, No Fear: Comforting Wisdom for Life*, Riverhead books, New York, NY. Thích Nhất Hạnh offers ancient Buddhist wisdom and practical exercises for those of us who are dying, or helping others who are facing death.

Thích Nhất Hạnh, (2003), *Creating True Peace*, Free Press, New York, NY. A very useful guide for peace makers in troubled times. There are lots of concrete, practical tools and exercises to create peace in everyday life.

Thích Nhất Hạnh, (2007), *Two Treasures*, Parallax Press, Berkeley CA. A very short and exquisite user's manual to two of the key foundations of Buddhism: *The Eight Realizations of the Great Beings* and the *Discourse on Happiness*. I read this a few pages a day and had multiple major breakthroughs in my training as a spiritual athlete.

Thích Nhất Hạnh, (2007), *The Art of Power*, HarperOne, New York, NY. Parallax Press, Berkeley, CA. In a world where the unbridled pursuit of fortune, fame and power have corrupted leaders in business, government, and NGOs, this book provides a clear and compelling case for another way to lead. Thich Nhat Hanh is the author and leader whose collected works have had the most profound influence on my life as a global leader, entrepreneur, and spiritual athlete. With *The Art of Power*, he addresses a subject near and dear to most leaders and entrepreneurs I know. What he has to share is a new paradigm of power that has actually been in existence for thousands of years. It is based on the principles of Buddhism, with links to Christianity and other religions. This book is not a "religious" book, however. Far from it. It is a practical guide for how to create power, share it effectively, and wield it with wisdom and compassion. The author knows that of which he speaks. He is a serial entrepreneur and a world leader who has changed millions of lives for the better through his writing, his teaching, and his example as a powerful role model.

Voltaire Francois Marie Arouet, (1990), *Candide*, Penguin USA Paperback edition, New York, NY. This delightful black comedy follows the adventures of a young hero, named Candide, with a group of sidekicks that take him from Europe to the New World, and the promised land of El Dorado, and eventually to North Africa. Candide moves through good times and bad times, trying to make sense of it all. He must formulate his own philosophy of life, and encounters both optimists like Dr. Pangloss, who believes this is the best of all possible worlds, and pessimists like Martin, who believe that life sucks and then you die. I first read this book as a teenager and have reread it many times. It is a wonderful antidote to the religious and political ideologies I have encountered throughout my life and career.

## 11. Women's Issues and Diversity

Babcock, Linda and Sara Laschever (2003), *Women Don't Ask: Negotiation and the Gender Divide*. Princeton University Press, Princeton, NJ. This is a compelling and well-researched book that reveals how differences in male and female negotiation styles have contributed to the male-female pay gap, and other elements of the gender divide.

Babcock, Linda and Sara Laschever (2009), *Ask For It!* Bantam-Dell, New York, NY. This sequel to *Women Don't Ask: Negotiation and the Gender Divide* offers pragmatic advice on how women can become better negotiators by changing some implicit negotiating practices that they may have been unconsciously learned while growing up. This is an excellent book for both men and women who negotiate with members of the opposite sex.

Driscoll, Dawn Marie and Carol R. Goldberg (1993), *Members of the Club*, The Free Press, New York, NY. Excellent, practical guide for how to develop the skills required to become a member of the club that wields power in public and private sector organizations. The three skills are: 1) rainmaking; 2) developing personal currency (visibility and credibility); 3) forging a network of professional friendships. Although this book originally was written for women, it will be immensely valuable to any person who wants to gain the responsibility and power necessary to get things done.

Faludi, Susan (1991), *Backlash: The Undeclared War Against American Women*, Anchor Doubleday, New York, NY. A well-researched analysis of how the media, the government, and other American institutions have undermined women's progress toward equality, while blaming the decline in women's fortunes on feminism.

Keen, Sam (1991), *Fire in the Belly: On Being a Man*, Bantam Books, New York, NY. A book with keen insights about men, the systems in economic society that have shaped our current behavior, and advice about how to refocus on heart, hearth, and the earth. There are also thought-provoking chapters about how men and women interact in today's society, and how we might peacefully resolve current problems between the sexes in the future.

Kristof, Nicholas D. and Sheryl WuDunn (2009), *Half the Sky: Turning Oppression into Opportunity for Women World Wide*, Knopf, Borzoi Books, Random House, New York, NY. This is a powerful book about the challenges faced by women in developing world who suffer slavery, rape, mortality in childbirth, and what the authors call *gendercide* in societies that systematically oppress women. It is painful to read in many places, because it exposes deep and widespread problems that have led to the deaths of more women in the developing world than the deaths of soldiers in all the wars in the twentieth century. On a more hopeful note, there are many concrete examples of successful ventures by social entrepreneurs who have helped women in Pakistan, sub-Saharan Africa, India and China to rise above the challenges they face. The last chapter, "What You Can Do" has practical examples of steps we can take to help unleash the potential of women in the developing world.

Lerner, Harriet Goldhor (1989), *The Dance of Intimacy: A Woman's Guide to Courageous Acts of Change in Key Relationships*, Harper & Row, NY. In my assessment, the best of many books on women's issues and male-female relationships. An excellent companion to the male perspective in Sam Keen's *Fire in the Belly*. Lerner uses systems theory to show how a network of peripheral relationships (past and present) can affect two people who are experiencing problems in their current relationship. Her models are useful in diagnosing triangles of relationships in the workplace as well as in families.

Maddox, Rebecca (1995) *Inc. Your Dreams*, Viking Penguin, New York, NY. A woman entrepreneur's guide to women entrepreneurs. Very well written, and useful to entrepreneurs of either gender. Also helpful to those who invest in or work with women-owned entrepreneurial businesses.

Meers, Sharon and Joanna Strober (2009), *Getting to 50-50: How Working Couples can Have it all by Sharing it All – and Why It's Great for Your Marriage, Your Career, Your Kids, and You*, Bantam Dell, New York, NY. I have read the advanced manuscript for this book and given it out to over a dozen of my alumni who are either married or dating, and who want to figure out how to balance two careers and two lives along with the joys and challenges of raising a family. It is a great book for both men and women in a relationship who want to figure out a better partnership. Two thumbs up! Read it yourself, and share it with someone you love.

Morrison, Ann M., Randall P. White, and Ellen Van Velsor (1987), *Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?* Center for Creative Leadership, Greensboro, N.C. Despite its title, this book is about much more than women's careers, and has insights for organizations large and small. It is a thoughtful, well-researched book about the stresses of managerial careers and leadership processes in complex organizations. The authors have begun work on a follow up study looking at women's careers in high-tech companies that promises to be an interesting sequel when it is complete. In the meantime, whether you are male or female, you will benefit much by reading *Glass Ceiling*.

Steinem, Gloria (1993), *Revolution From Within: A Book of Self-Esteem*, Little, Brown, & Company, Boston, MA. A poignant and persuasive book about how people lose self-esteem, and what men and women can do to regain it if they realize they have lost it. Steinem shows how individual, family, institutional, and cultural forces interact to systematically reduce the self-esteem of women. She points out connections between women and minorities, and between women and men whose self esteem has been lost. There is much wisdom in this book, and there are clear insights about how to work towards a healthier, happier self concept. Originally meant as a self-help book for women, it is a great book for leaders in companies who want to bring out the best in their teams. Leaders need to be aware of the subtle things that can undermine the self esteem of women, minorities, or any new kids on the office playground.

Silverstein, Michael J. and Kate Sayre (2009), *Women Want More*, Harper Business, HarperCollins, New York, NY. This book is based on an empirical study of 12,000 women in 40 countries. It reveals that women want more in most categories of goods and services to help them juggle the many roles that they must play as they juggle careers and families. These demands are partly based on the triple challenge of time women face, and are also different depending upon the archetype/segment that the woman is part of based on her income, education and phase in personal and family life cycle. This book is a must read for anyone who wants to market to women, or who wants to create a company culture that is more likely to attract and retain talented women.

Tannen, Deborah (1994), *Talking From 9 to 5: How Women's and Men's Conversation Styles Affect Who Gets Heard, Who Gets Credit, and What Gets Done at Work*, William Morrow, and Company, New York, NY. This book gives a number of remarkable insights about differences in communication style between men and women, and across different country cultures. It shows how differences in conversation style may subtly undermine a person's attempts to be understood, to exert influence, and to mobilize support for a new product, project, or idea. Chapters Two (Conversation Rituals), Three (Indirectness at Work), Five (The Glass Ceiling), and Nine (Talking at Meetings) were especially useful. The book builds on Tannen's earlier books, such as "You Don't Understand me" that were all about gender communication gaps that created problems in relationships between couples and in families.