

Contemporary School Leadership Readings and Resources

The following table identifies foundation readings and resources for each of the content areas in the CSL curriculum. These are certainly not the only “basics,” but they are the source documents for the course as it is now conceptualized.

<i>Content Area</i>	<i>Resources</i>	<i>Notes/Comments</i>
Building a Supportive Network	McLagan & Nel (1995). <i>The Age of Participation: New Governance for the Workplace and the World</i> . San Francisco: Berrett-Koehler Publishers.	See also the whole body of system readings, below.
	Lambert (1998). <i>Building Leadership Capacity in Schools</i> . Alexandria, VA: ASCD.	Followed by Lambert's 2003 book, <i>Leadership Capacity for Lasting School Improvement</i> . Same publisher.
	<i>Professional Learning Communities at Work: Best Practices for Enhancing Student Achievement</i> -- by Richard Dufour, Robert E. Eaker	
Self Leadership	Drucker (2001). <i>Management Challenges for the 21st Century</i> . New York: Harperbusiness.	
Principles of Continual Improvement	Hesselbein, Goldsmith, & Beckard, Eds. (1996). <i>The Leader of the Future</i> . San Francisco: Jossey-Bass.	
	Deming (1993). <i>The New Economics for Industry, Government, Education</i> . Cambridge: MIT Center for Advanced Engineering Study.	Deming is the father of the quality movement, and, consequently, the father of continual improvement. This is his last book.
Effective Leadership Through the Use of Data	Leddick (2000). <i>Foundation Principles of Quality</i> . Monograph available from www.pkrnet.com .	
	Jenkins (2003). <i>Improving Student Learning: Applying Deming's Quality Principles in Classrooms (2nd Edition)</i> . Milwaukee: Quality Press.	
System Thinking and Learning Organizations	Schmoker (1999). <i>Results: The Key to Continuous School Improvement</i> . (Second Edition). Alexandria, VA: ASCD.	
	Senge (1994). <i>The Fifth Discipline: The Art and Practice of the Learning Organization</i> . New York: Currency/Doubleday.	
Leadership Challenges of Systems Thinking	Senge (2000). <i>Schools That Learn: A Fifth Discipline Fieldbook for Educators, Parents, and Everyone Who Cares About Education</i> . New York: Doubleday.	
	Ackoff (1981). <i>Creating the Corporate Future: Plan or Be Planned For</i> . New York: Wiley.	
	Ackoff (1991). <i>Ackoff's Fables: Irreverent Reflections on Bureaucracy</i> . New York: Wiley.	
Leading Systemic School Improvement	Gharajedaghi (2005). <i>Systems Thinking : Managing Chaos and Complexity : A Platform for Designing Business Architecture (2nd Edition)</i> . Butterworth-Heinemann.	Leddick has written a study guide for the first edition of this book. Download the guide at www.pkrnet.com
	Reeves (1997). <i>Making Standards Work: How to Implement Standards-Based Assessments in the Classroom, School, and District</i> . Denver: Advanced Learning Centers.	
	<i>The Baldrige Criteria for Performance Excellence</i> . NIST. (Education version; revised annually).	

Planned Change for the Organization	<i>Iowa's Comprehensive School Improvement Plan Guidelines.</i> (State Department of Education).	There are many references for strategic planning. Most of CSL's approach is built on experience, not on a particular model.
Planned Change for the Individual	Covey (1990). <i>Seven Habits of Highly Effective People.</i> Fireside.	Diffused throughout the course. Personal reflections.
Culture and Change	<p>Glasser (1998). <i>The Quality School.</i> 3rd Ed. Harperperennial Library.</p> <p>See Gharajedaghi.</p> <p><i>Shaping School Culture: The Heart of Leadership</i> (2003). Terrence Deal and Kent D. Peterson. Jossey-Bass.</p>	

Additional Resources of a More General Nature – Most Out-of-Field

- *Fast Company* magazine and its Website <http://www.fastcompany.com/>
- *Education Week*
- *Wired* magazine (or another technology magazine)
- *Atlantic Monthly* (or another broad publication on the national culture)
- *Scientific American* (or another less technical science magazine such as *Discover*; also focus issues of *Time*, *Newsweek*, *Business Week*)
- *Educational Leadership* (topical issues are particularly good)
- *The Future of Success* (2001) or *The Work of Nations* (1991) – basically anything written by Robert R. Reich, former Secretary of Labor in the Clinton administration
- *Leading the Revolution* (2000) by Gary Hamel (Hamel also publishes articles that are good synopses of his books)
- *The System Thinker*, a newsletter from Pegasus Communications (Senge-related)

And Some Personal Favorites to Add to the List

- *Leadership and the New Science* by Margaret Wheatley (1992; the implications of chaos theory for leaders)
- *United Mind Workers* by Kerchner, et al
- *Because We Can Change the World: A Practical Guide To Building Cooperative, Inclusive Classroom Communities* by Mara Sapon-Shevin, Shevin Sapon
- *Learned Optimism : How to Change Your Mind & Your Life --* by Martin E. Seligman
- *The Adaptive School* by Garmston & Wellman
- *The New Meaning of Education Change* by Michael Fullan
- *The Deming Management Method* by Mary Walton
- *Leading in a Culture of Change* Michael Fullan
- *Change Forces* by Michael Fullan
- *Good to Great* by Jim Collins
- *Permission to Forget* by Lee Jenkins
- *The Knowing-Doing Gap* by Jeffrey Pfeffer and Robert Sutton (2000; why we don't do when we know)
- *The 8th Habit* by Stephen Covey
- *Whatever It Takes* by Richard and Rebecca DuFour, Robert Eaker, and Gayle Karhanek
- *Flow: The Psychology of Optimal Experience* by Mihaly Csikszentmihalyi (1991; a classic)
- *Leadership Without Easy Answers* by R.A. Heifetz
- *The Leadership Challenge* by James Kouzes and Barry Posner
- *Crucial Conversations: Tools for Talking When Stakes are High* by Kerry Patterson
- *Fierce Conversations* by Susan Scott
- *The World is Flat* by Thomas L. Friedman (new, expanded edition in 2006; available on audible.com)
- *Five Dysfunctions of a Team* by Patrick Lencioni
- *The Art of Possibility* by Rosamund Zander and Benjamin Zander
- *Freakonomics* by Steven Levitt and Stephen Dubner (data mining at its best by a rogue economist and his journalist friend; interesting findings on teacher behavior, among other things)
- *The Tipping Point* by Malcolm Gladwell (2002; interesting patterns of influence in social systems)
- *Blink* by Malcolm Gladwell (2005; subtitled "The Power of Thinking without Thinking"—how snap judgments work)
- *A Framework for Understanding Poverty* by Ruby Payne
- *Crash Course* by Chris Whittle (2005; a "mess formulation" and proposed education system design by an education entrepreneur)
- *The Long Tail* by Chris Anderson (2006; about the mass customization trend in business...and education?)