

A FREE resource guide to accompany the book, *The New Alpha!*



# THE NEW ALPHA

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## Resource Guide

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# The New Alpha Resource Guide

The Notes section of *The New Alpha* contains all of the articles, books, and other resources that I referenced (either directly or indirectly) while writing the book. In addition to what's included in there, this resource guide provides additional resources that New Alphas have shared with me over the years and that I recommend for people who want to dive deeper into a particular topic. (Also, my friend and colleague Anna Kwar has repeatedly asked me for a “brain dump” of the tips, tricks, and tools that are in my head, so Anna, this one's for you!) The resources are organized by chapter and section.

## INTRODUCTION

### General

- **Video:** *Reimagining Leadership for the 21st Century* ([bit.ly/2aBq7fa](https://bit.ly/2aBq7fa)).
  - This is the TEDx talk that I gave while I was researching this book. It gives a general overview of the New Alpha approach.
- **Book:** *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* by Gerald J. Langley, Ronald D. Moen, Kevin M. Nolan, Thomas W. Nolan, Clifford L. Norman, Lloyd P. Provost, et al.
  - This technical guide focuses on organizational improvement, which closely parallels the self-reflection and continuous improvement aspects of the New Alpha approach. It's not a light read, but it's helpful if you want to go deep into the “quality improvement” aspects of this book.
- **Book:** *The How of Happiness: A Scientific Approach to Getting the Life You Want* by Sonja Lyubomirsky.

- This is the most practically useful and well-researched book I've read on the topic of happiness, and is full of useful assessments and learning activities.
- **Book:** *Flourish: A Visionary New Understanding of Happiness and Well-Being* by Martin Seligman.
  - This book provides a great overview of what it means to live a fulfilling life. The answer? PERMA. (Google it to find out more!)
- **Book:** *The Seven Habits of Highly Effective People* by Stephen R. Covey.
  - By my junior year in college, my friend Darren Schneider was the most productive human being I'd ever met. I asked him what his secret was, and (as is typical of New Alphas, who generously share resources) he handed me this book. I'll be honest, it's not the easiest read in the world, but I appreciate the author's integrated approach to work-life-leadership success, and it definitely had an impact on me.
- **Book:** *The Power of Habit: Why We Do What We Do in Life and Business* by Charles Duhigg.
  - This book gives an excellent research-based explanation of how habits form and how to leverage this information for personal development, organizational improvement, and social change.

## CHAPTER 1

### General

- **Website:** *A Framework for Ethical Decision Making* ([bit.ly/1Tx0rhd](http://bit.ly/1Tx0rhd)).
  - The Markkula Center for Applied Ethics at Santa Clara University has one of the best frameworks for making ethical decisions that I've come across.

### Kindness and Generosity

- **Websites:** [www.onebrick.org](http://www.onebrick.org) and [www.volunteermatch.org](http://www.volunteermatch.org).
  - These two websites provide great information on local volunteer opportunities.

- **Book:** *The Call of Service: A Witness to Idealism* by Robert Coles.
  - For anyone who's interested in performing service for others, this is one of the most thoughtful, empirically grounded, and inspiring books that I've read on this topic.

## Citizenship and Stewardship

- **Websites and Newsletters:** Here are a few of my favorite daily news resources:
  - National Public Radio ([www.npr.org](http://www.npr.org)): This has many useful podcasts that you can download and listen to while you are on your way to work, while you are getting ready in the morning, or during any other activity when you can listen at the same time you're doing something else. (These podcasts are U.S. focused.)
  - BBC ([www.bbc.com](http://www.bbc.com)): This is an internationally focused public broadcasting organization.
  - Al Jazeera ([www.aljazeera.com](http://www.aljazeera.com)): This is an internationally focused broadcasting organization.
  - Dave Pell's daily *Next Draft* email newsletter ([www.nextdraft.com](http://www.nextdraft.com)): This is a daily email that gives quick summaries of the most important news. I'm also a fan of theSkimm ([www.theskimm.com](http://www.theskimm.com)), which cracks me up on a regular basis and is even shorter in length.
  - Real Clear Politics ([www.realclearpolitics.com](http://www.realclearpolitics.com)) (U.S. focused) and Real Clear Politics World ([www.realclearworld.com](http://www.realclearworld.com)): These are news aggregation sites for the top news articles and opinions on various popular topics.

## CHAPTER 2

### General

- **Quiz:** Conflict Styles Quiz ([bit.ly/2aGJkfj](http://bit.ly/2aGJkfj)).
  - This useful self-assessment will help you to better understand your personal approach to conflict.

- **Book:** *Influence: The Psychology of Persuasion* by Robert B. Cialdini, PhD.
  - This book basically summarizes all of the top research on influence—suuuuuper useful information for anyone who aspires to lead others.
- **Book:** *Crucial Conversations Tools for Talking When Stakes Are High* by Kerry Patterson et al.
  - This book provides solid advice for having important and productive conversations in emotionally tense situations.
- **Book:** *Difficult Conversations: How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, Sheila Heen, et al.
  - This book also lays out solid advice for having productive conversations around topics that are difficult for many of us to address.

## Emotional Intelligence

- **Blog Article:** “How Emotionally Intelligent Are You?” ([bit.ly/2aBq579](https://bit.ly/2aBq579)).
  - This article gives a nice summary of the book *Primal Leadership: Unleashing the Power of Emotional Intelligence*, which is cited in the Notes section of *The New Alpha* book and is an excellent resource for all things related to emotional intelligence.
- **Quiz:** Body Language Quiz ([http://greatergood.berkeley.edu/ei\\_quiz](http://greatergood.berkeley.edu/ei_quiz)).
  - This online self-assessment from the Greater Good Science Center, based at UC Berkeley, will help you assess your ability to recognize nonverbal cues (empathy).
- **Book:** *Just Listen: Discover the Secret to Getting Through to Absolutely Anyone* by Mark Goulston.
  - This book made me a better listener. The content isn't revolutionary, but it's full of frameworks and advice that will be useful to people who want to improve their empathy skills.
- **Blog Article:** “How to Criticize with Kindness: Philosopher Daniel Dennett on the Four Steps to Arguing Intelligently,” ([bit.ly/2afyV6a](https://bit.ly/2afyV6a)).
  - Originally developed by social psychologist and game theorist Anatol Rapoport and later paraphrased by Daniel Dennett (Daniel

Dennett, *Intuition Pumps and Other Tools for Thinking*, 2013), this four-step process, quoted by one of my favorite bloggers Maria Popova, will help you to respectfully criticize someone's idea or argument.

## Seeking out and Maintaining Relationships with High-Quality People

- **Website:** University of Albany—Mentoring Best Practices ([bit.ly/2agxkBV](http://bit.ly/2agxkBV)).
- This website provides a helpful list of to-dos for people who want to mentor others.

## Understanding and Leading Effectively Across Lines of Difference

- **Quizzes:** Implicit Association Tests, offered through Project Implicit (based at Harvard University) ([implicit.harvard.edu/implicit/selectatest.html](http://implicit.harvard.edu/implicit/selectatest.html)).
- These are useful tools for exploring and reckoning with internal biases (which many of us have, whether we want to admit it or not).
- **Book:** *Becoming Nicole: The Transformation of an American Family* by Amy Ellis Nutt ([bit.ly/28QjCQP](http://bit.ly/28QjCQP)).
- This book provides a well-researched and super interesting account of a young girl's experiences growing up transgender.
- **Website:** Responding to Bigotry ([www.splcenter.org/20150126/speak-responding-everyday-bigotry](http://www.splcenter.org/20150126/speak-responding-everyday-bigotry)).
- If you're like me and sometimes struggle to find the exact right words to correct inequality when you see it, the Southern Poverty Law Center provides examples of everyday bigotry as well as a six-step framework to help you address these incidents when you encounter them.
- **Website:** Leadership Conference on Civil and Human Rights ([www.civilrights.org/publications/hatecrimes](http://www.civilrights.org/publications/hatecrimes)).
- This organization keeps track of the hate crimes that are reported in the United States. This website provides an interesting perspective

on the progress that we've made toward equal rights, but keep in mind that it does not include the many more hate crimes that go unreported.

- **Article:** White Privilege: Unpacking the Invisible Knapsack ([bit.ly/2abBjuY](https://bit.ly/2abBjuY)).
  - While she wasn't the first person to talk about white privilege, Peggy McIntosh's 1988 paper is often credited with revitalizing contemporary discussion around this important topic. FYI: While this article is aimed at addressing white privilege in the United States, many readers have pointed out that it also addresses other privileges such as being middle class. Worth the read, whatever your social identity.
- **Article:** The False Promise of Meritocracy ([theatlantic.com/story/1XydZ0e](https://theatlantic.com/story/1XydZ0e)).
  - If you think we live in a meritocracy, this article provides some compelling evidence of why this just isn't the case (yet) and what we can do to ensure nondiscriminatory employment practices.
- **Article:** Guidelines for Being Allies ([bit.ly/2aiEpszK](https://bit.ly/2aiEpszK)).
  - One of the most common pieces of feedback that I receive from white people is that they want to be allies to people of color, but they aren't sure how to do this. This straightforward advice from Paul Kivel, educator and speaker, provides excellent tips on how to get started, and it is relevant to anyone who wants to be an ally.
- **Book:** *Lies My Teacher Told Me: Everything Your American History Textbook Got Wrong* by James W. Loewen.
  - This book provides a compelling critique of how history is taught in the United States, and it explores common inaccuracies in textbooks.
- **Book:** *A People's History of the United States* by Howard Zinn.
  - This well-researched and easy-to-read book covers the history of the United States from the perspectives of people of color, laborers, and others—it's fascinating, informative, and enlightening.
- **Book:** *Readings for Diversity and Social Justice* by Maurianne Adams et al.
  - This academic tome is filled with scholarly articles that explore racism, religious oppression, sexism, heterosexism, transgender

oppression, ableism, ageism, and classism. It's my go-to guide when I want to explore deeply a particular aspect of social identity.

- **Book:** *Just Mercy* by Bryan Stevenson.
  - Brilliantly written, heartbreaking, and hard to put down, this book tells the story of one lawyer's mission to fix a broken U.S. justice system, with a particular focus on the inequalities faced by people of color, children, and poor people.
- **Article:** "Racial Microaggressions in Every Day Life" by Derald Wing Sue et al. ([bit.ly/1qZekdA](http://bit.ly/1qZekdA)).
  - Though geared toward counselors and practicing psychologists, this article gives a nice overview of what microaggressions are, the damage they can cause, and how to overcome them.

## CHAPTER 3

### Eat Well

- **Website:** How to Eat Healthy ([www.fitness.gov/eat-healthy/how-to-eat-healthy](http://www.fitness.gov/eat-healthy/how-to-eat-healthy)).
  - This is a surprisingly helpful page on nutrition brought to you by the U.S. government. For what it's worth, there's some debate on topics like whether saturated fat is healthy or unhealthy, but basically these guidelines are pretty sensible, in my book.
- **Book:** *The Fresh 20: 20-Ingredient Meal Plans for Health and Happiness 5 Nights a Week* by Melissa Lanz.
  - This handy cookbook contains weekly lists of recipes and ingredients that are both easy to follow and tasty.
- **Book:** *Cooking Light: Fresh Food Fast Weeknight Meals* by the editors of *Cooking Light* magazine.
  - This book is filled with tons of easy-to-make, quick, healthy meals.
- **Book:** *Six Ingredients or Less* by Linda Hazen and Carlean Johnson.
  - This book saved me in college. The recipes are all quick, relatively healthy, and not expensive. As I've gotten older, I've grown to prefer more elaborate (and flavor-focused) recipes, but this book has some great standbys, which are especially useful when I'm in a rush.

- **Website:** Menus ([1.usa.gov/1STDhDY](https://1.usa.gov/1STDhDY)).
  - Another website from the U.S. government that provides a handful of healthy sample menus.
- **Website:** DASH Diet ([1.usa.gov/1qvoimN](https://1.usa.gov/1qvoimN)).
  - This is basically the diet plan that we follow in my household. If you hate calorie counting, unrealistic food restrictions, and complicated rules about what, when, and how to eat, the DASH diet is totally sensible and easy to follow.

## Stay Hydrated

- **Product:** Nalgene water bottle ([amzn.to/1XXiP3n](https://amzn.to/1XXiP3n)).
  - This is my answer to staying hydrated all day.

## Get Enough Sleep

- **Product:** blackout curtains ([amzn.to/1QDwA1e](https://amzn.to/1QDwA1e)).
  - These make a huge difference in length and quality of sleep.
- **Product:** White Noise Machine ([amzn.to/1pLhrF1](https://amzn.to/1pLhrF1)).
  - These are pricey, but worth the cost if you have difficulty sleeping, especially because of noise.

## Exercise Regularly

- **Videos:** Yoga ([bit.ly/2aiE14f](https://bit.ly/2aiE14f)).
  - Dona Buchanan from the Yoga Vine is my favorite online yoga instructor (intermediate to advanced).

## Manage Stress

- **Book:** *The Upside of Stress* by Kelly McGonigal, PhD.
  - In this well-researched and well-organized book, Stanford health researcher Kelly McGonigal provides compelling evidence about the possible benefits of stress as well as strategies for leveraging stress as a force for happiness and productivity in your life.

- **Organization:** Art of Living Foundation ([www.artofliving.org](http://www.artofliving.org)).
  - If you're interested in learning more about meditation as a way to manage stress, this international NGO organization, founded by Sri Ravi Shankar, offers a number of free and paid courses all over the world. Fair warning: they are suuuuper into meditation and yoga, which might be overkill to some people, but I pop into their weekend sessions a few times a year, and I have never felt especially pressured or annoyed by their enthusiasm for the power of the breath. Plus, they do lots of awesome community service activities.
- **Book:** *The Power of Full Engagement* by Jim Loehr, PhD, and Tony Schwartz.
  - This book provides a solid foundation for the long-term strategies that you can adopt in order to effectively manage your energy and, in doing so, reduce the amount of negative stress that you experience in your life.

## CHAPTER 4

### General

- **Book:** *Wooden on Leadership: How to Create a Winning Organization* by John Wooden and Steve Jamison.
  - Simply put, this is one of the best books on leadership that I've ever read. (Go McGraw-Hill Professional!) It's filled with point-by-point instructions and details about mindset, character, and ethics. And it includes plenty of anecdotes and advice based on Wooden's record-breaking career as a college basketball coach.
- **Book:** *Mindset: The New Psychology of Success* by Carol Dweck.
  - This is the seminal book on how attitude affects success; it is also well researched, interesting, and easy to read.
- **Book:** *Learning and Leading with Habits of Mind: 16 Essential Characteristics for Success* by Arthur L. Costa and Bena Kallick.
  - This book shaped my thinking as a young teacher, and it continues to influence how I think about success for myself and others.

- **Book:** *How Children Succeed: Grit, Curiosity, and the Hidden Power of Character* by Paul Tough.
  - This book is an interesting and powerful exploration of the research on why character and mindset matter as much (if not more) than ability when it comes to long-term success and fulfillment.

## Develop Grit

- **Video:** *Grit: the Power of Passion and Perseverance* ([bit.ly/2ae9W4h](https://bit.ly/2ae9W4h)).
  - Angela Duckworth, the leading researcher on “grit,” explains what it is and how it works.

## Think Creatively

- **Book:** *The Artist’s Way* by Julia Cameron.
  - This is one of the most important and impactful personal development books I’ve ever read, and it’s probably the one that I recommend the most. Even if you don’t consider yourself an artist, it’s useful for anyone who aspires to unleash his or her inner creative side.
- **Book:** *Creative Confidence: Unleashing the Creative Potential Within Us All* by Tom Kelley and David Kelley.
  - Written by the folks behind IDEO and the d.school at Stanford, this book is chock full of great ideas and resources for people who want to tap into their creative potential.
- **Article:** “18 Journals That Will Give Your Brain a Workout” by Arianna Rebolini ([bzfd.it/1UjXe63](https://bzfd.it/1UjXe63)).
  - This article reviews a number of different types of journals that will inspire you to think more creatively on a regular basis.
- **Video:** *Your Elusive Creative Genius* ([bit.ly/2albdYT](https://bit.ly/2albdYT)).
  - This is one of my all-time favorite TED talks about creativity, wherein author Liz Gilbert puts forth the radical idea that maybe we all have the innate potential to be creative geniuses.

## Embrace Failure and Continuous Improvement

- **Video:** *J.K. Rowling's commencement speech at Harvard on the benefits of failure* ([bit.ly/1gylcEm](https://bit.ly/1gylcEm)).
- This speech is inspiring and uplifting: It's also on my list of *stress busters* in Chapter 3, "Prioritize Your Health and Wellness."

## CHAPTER 5

### General

- **Book:** *Getting Things Done: The Art of Stress-Free Productivity* by David Allen.
- Recommended by a friend's now-husband (Thanks, Tarik Ward!), this is another one of my favorite books. The productivity system that it outlines is all about reducing stress by creating structures that help you transfer all of the stressful ideas percolating around in your mind into a system that tracks and prioritizes them. Some hardcore devotees (like me!) even use specialized software based on this system.

### Overcoming Procrastination

- **Book:** *The Now Habit: A Strategic Program for Overcoming Procrastination and Enjoying Guilt-Free Play* by Neil A. Fiore.
- This book is an excellent resource for anyone who's ever wanted to better understand, and get control of her or his procrastination.
- **Book:** *One Small Step Can Change Your Life: The Kaizen Way* by Robert Maurer.
- Facing a big change (even one that you know you need to make) can feel daunting, but this book is a helpful reminder that, when you break them down, even the most significant changes are really just a series of small steps.

## Optimizing Your Efficiency

- **Book:** *Manage Your Day-to-Day: Build Your Routine, Find Your Focus, and Sharpen Your Creative Mind* by Jocelyn K. Glei and Scott Belsky.
- This book is filled with ideas from some of the best minds in personal productivity, and it is brimming with useful ideas and approaches that will help you be your best, most creative, and productive self.

## CHAPTER 6

### General

- **Book:** *What Color Is Your Parachute? 2016: A Practical Manual for Job-Hunters and Career-Changers* by Richard N. Bolles.
- This book always strikes me as a bit old-fashioned, but good advice never goes out of style, and it is hands-down the most comprehensive resource out there for people who are looking to change their job or career. It's also jam-packed with self-reflection activities and practical advice that will help you to land the job of your dreams.
- **Book:** *Career Courage: Discover Your Passion, Step Out of Your Comfort Zone, and Create the Success You Want* by Katie C. Kelley.
- I like this book because it takes a holistic perspective of your career and considers things like motivations, finances, work-life balance, and networking. It's also very interactive, and it has lots of self-reflection activities and exercises, which I always find helpful.
- **Book:** *Strengths Finder 2.0* by Tom Rath.
- Based on Gallup's popular *StrengthsFinder* assessment, this will be useful to anyone who wants to identify and explore their unique combination of strengths and learn more about how to leverage them for success. (By the way, I'm including this one here, rather than in the subsection on the following page on *character strengths*, because the strengths that it lists aren't all character related.)

## Personal Values

- **Website:** List of Values ([www.stevepavlina.com/articles/list-of-values.htm](http://www.stevepavlina.com/articles/list-of-values.htm)).
  - This is one of the best list of values that I've seen.
- **Website:** Value Sort Activity ([www.thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity/](http://www.thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity/)).
  - The Good Work Project has a fun “Value Sort” activity that can also help you identify your most important personal values.
- **Website:** [www.value-test.com/ValueTest1.php](http://www.value-test.com/ValueTest1.php).
  - I like this quick and easy activity to identify your most essential values.
- **Activity:** If you are struggling to decide which values are the most important to you, try making a list of people you admire. What about them makes you look up to them? Often, this will clue you into your unconscious values—or even other areas of your *Personal Leadership Identity*.

## Character Strengths

- **Book/Website:** *Character Strengths and Virtues: A Handbook and Classification* by Martin Seligman and Christopher Peterson.
  - Professor Martin Seligman and (the late) Professor Christopher Peterson have an excellent list of 24 character strengths and virtues. You can check out their book mentioned above, or you can read the very excellent article on *Wikipedia* that lists all 24 ([en.wikipedia.org/wiki/Character\\_Strengths\\_and\\_Virtues](http://en.wikipedia.org/wiki/Character_Strengths_and_Virtues)). You can also take a free online assessment to rank your preference for these strengths ([www.viacharacter.org](http://www.viacharacter.org)).
- **Website:** Center for Dependable Strengths ([bit.ly/1VWOWC8](http://bit.ly/1VWOWC8)).
  - I love this website's list of “dependable” strengths. Some of these strengths might also be considered professional skills for our purposes.
- **Activity:** As with your values, you might consider making a list of people or even fictional characters whom you admire and look up to.

What aspects of their personality or character do you admire? You may not have all of the same strengths as your hero, but you'll likely have at least a few. It's also helpful to remember yourself as a child.

What character strengths did you show even at an early age (for example, courage, strong will, or friendship).

## Professional Skills

- **Website:** O\*NET ([www.onetonline.org/skills](http://www.onetonline.org/skills)).
- This website was developed for the Department of Labor to help people research different types of jobs, and it has a great list of professional skills that I highly recommend.

## Passions and Interests

If you want to dig into your interests and passions, try asking yourself the following questions:

- **What did my 5-year-old self love doing or learning about? My 10-year-old self? My 15-year-old self? What about my 20-year-old self?**
- **What is my favorite section of the bookstore? If you don't know, pop over to your local bookstore and see what draws you in.**
- **What subject could I talk about or do research on for hours without getting bored?**
- **What kinds of activities make me feel the most excited, alive, and motivated, perhaps so much so that I lose track of time?**
- **What would I do more of if I had more time? Or what is my favorite hobby?**
- **What is my dream job?**

## Ideal Success Conditions

- **Assessment:** The Myers-Briggs Type Indicator (MBTI).
- This is a widely used personality assessment that helps people better understand their own personality preferences, as well as

those of others. There are no right or wrong answers, and it will give you some insight into your attitudes and mental functions (how you take in information and make decisions), which in turn can help you identify your ideal success conditions. There are a few online versions floating around, but I've yet to find an online version that gives me the same results that I get through the formal assessment process, so I'd recommend taking it through a certified administrator. These people often teach continuing studies courses at local universities, or they are hired by companies to administer the assessment to staff. Try asking your boss or someone from the human resources department in your organization about this. College and alumni career centers often offer them for free.

- **Activity:** Ask a supervisor, colleague, or close family member or friend what she or he has observed about how and when you do your best work. I once had a friend tell me that I do best as a leader when I'm in a position to "nurture" others. At first, I was sort of offended because I thought she was just ascribing typically "feminine" characteristics to my leadership approach, but when she started naming examples, I realized she was right. Now, I embrace this quality as part of my *Personal Leadership Identity*.

## CHAPTER 7

- **Activity:** If you're looking for inspiration in designing your vision board, try the following strategies:
  - For a photo- and picture-driven personal vision, type "vision board" in a Google Image search.
  - For personal visions designed as mind maps, type "mind map vision board" in a Google Image search.
  - For personal visions organized around sticky notes, type "sticky notes vision board" in a Google Image search.
  - If you're using Pinterest to design your personal vision, type "using Pinterest for vision board" into a Google Image search. (Interestingly, I've found that this produces better results than simply typing "vision board" into Pinterest.)

- **Activity:** If you're looking for other options, beyond the four previous, for creating a vision board, consider the following variations of vision boards:
  - Create a mobile or stabile (Google "Alexander Calder" if you need to see what I mean) vision board to hang or display somewhere in your home, or buy one online and affix pictures that represent the vision for your ideal life.
  - Create a quilt to represent your ideal life vision (I actually have a friend who did this).
  - Using paints, markers, colored pencils, or whatever medium you prefer, create a self-portrait that represents you living your ideal life.
  - Use your smartphone to snap pictures of things that inspire you, and then create a photo album or collage of the items that you find. Add an old-school twist by ordering hard copies of the pictures that you take.
- **Articles:** More information about vision boards ([bit.ly/2albNWD](http://bit.ly/2albNWD) and [bit.ly/2afANMg](http://bit.ly/2afANMg)).
  - These articles give a good overview of the pros and cons of vision boards, and they cite recent research that explores how vision boards can be useful and when they're a waste of time.

### **PART III**

Here are a few general resources that support the content and activities in Part III of the New Alpha program ("Team and Organizational Leadership").

- **Book:** *The Team Handbook* by Peter R. Scholtes et al.
  - My friend, organizational development consultant, and leadership coach extraordinaire, Carrie Coltman recommended this book to me on my first day of work at the Carnegie Foundation. Comprehensive and filled with just about every piece of information that you need to build a successful team, I referred to it constantly during the early stages of our team development.
- **Book:** *FYI: For Your Improvement: A Guide for Development and Coaching* by Michael M. Lombardo and Robert W. Eichinger.

- Recommended by my friend and colleague, Aaron Grayson, this is one of the most comprehensive team and organizational leadership development books that I've found. With 67 specific competencies, activities, and suggestions for developing each competency, as well as detailed suggested reading lists, it's useful for leaders at all levels.
- **Book:** *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* by James M. Kouzes and Barry Z. Posner.
  - One of the most trusted resources in leadership development, this book outlines five major practices of exemplary leadership, and it gives plenty of useful examples of what they look like in action.
- **Book:** *The Tools of Leadership: Vision, Inspiration, Momentum* by Max Landsberg.
  - The content in this book is fairly basic, but I like it because it's a quick read, and it offers a number of useful frameworks for thinking about how to be an effective leader. For people who prefer simple frameworks to reading a lot of text, this book is excellent.
- **Website:** re:Work ([rework.withgoogle.com](http://rework.withgoogle.com)).
  - In an effort to share what they know about how to make work great, Google launched their re:Work site, which contains a number of useful resources that relate to building successful organizations and teams.
- **Online course:** *The Exceptional Leader* online course that I teach through Stanford Continuing Studies ([continuingstudies.stanford.edu/courses/courses-overview](http://continuingstudies.stanford.edu/courses/courses-overview)).
  - If you like the content in the New Alpha program, you may be interested in this online course. While it is nowhere near as comprehensive as the New Alpha program, it covers the basic personal and team and organizational leadership competencies that are the hallmarks of outstanding leadership.
- **Article:** The Leader's Checklist ([onforb.es/21hRH0K](http://onforb.es/21hRH0K)).
  - This article outlines a list of principles that highly effective leaders follow, and it's an interesting read.
- **Article:** Exceptional leadership ([bit.ly/247cl9f](http://bit.ly/247cl9f)).
  - This article outlines and describes the basic competencies that high-performing executives use. Note that the article focuses on the healthcare industry, but the content is broadly applicable.

## CHAPTER 10

### Six Steps for Crafting a Compelling Vision

- **Video:** *Barack Obama's Speech at the 2004 DNC* ([bit.ly/2alc63C](http://bit.ly/2alc63C)).
  - Whether you like his politics or prefer someone else's, President Barack Obama's speech at the 2004 Democratic National Convention was one of the most compelling and visionary speeches that I can recall in my lifetime.
- **Video:** *Start with Why: How Great Leaders Inspire Action* ([bit.ly/2aBrxX8](http://bit.ly/2aBrxX8)).
  - Simon Sinek's TEDx talk gives a good explanation of why some leaders are so inspiring. I especially like that there's no magic to this—it's simply a matter of how they communicate the “work” that they do.

### Help Your People Connect Their Work to the Vision: Build a Culture That Supports the Vision

- **Book:** *Work Rules! Insights from Inside Google That Will Transform How You Live and Lead* by Laszlo Bock.
  - This book provides interesting and useful insights into one of the most successful organizations on the planet. It's also an excellent reference for anyone who's looking to build a data-driven organizational culture.
- **Book:** *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't* by Robert I. Sutton.
  - The title of this book pretty much says it all, and this book lives up to its name by exploring how arrogant jerks can corrupt a workplace culture, how to identify these people, and what to do if you have to work with one of them.
- **Article:** “The Defining Elements of a Winning Culture,” *Harvard Business Review*, by Michael C. Mankins.
  - While this article focuses on only a limited number of organizations (with a set of leaders that isn't particularly diverse),

it outlines seven attributes of high-performing organizations that are useful to consider when building an organizational culture. FYI: Currently, *Harvard Business Review* allows readers online access to a certain number of articles for free each month if they register on the website (<https://hbr.org/register>).

- **Book:** *Fish! A Remarkable Way to Boost Morale and Improve Results* by Stephen C. Lundin.
  - Based on the training program used by companies like Southwest Airlines and Nordstrom, this quick read explains how to develop an organizational culture in which everyone chooses to bring energy, passion, and a positive attitude to the job every day.

## CHAPTER 12

### Check Progress and Follow Up

- **Document:** The GROW Model of Coaching ([bit.ly/2albJWN](http://bit.ly/2albJWN)).
  - This PDF provides a nice overview of the GROW model of coaching, which I've found useful when I want to take a less directive approach to managing team members.

### Conduct Effective Meetings

- **Document:** Meeting Process Recommendations ([bit.ly/1rCZFFR](http://bit.ly/1rCZFFR)).
  - Anytime someone asks me how to improve meetings at their workplace, I always share this incredibly helpful (and very detailed) document, which was created by the University of California, Davis, and Common Ground: Center for Cooperative Solutions.

## CHAPTER 13

### Champion Innovation and Continuous Improvement

- **Book:** *The Lean Startup: How Constant Innovation Creates Radically Successful Businesses* by Eric Ries.

- There's a reason this book is so popular in the business and tech worlds: it's an easy read, and it provides an excellent overview of how to apply the *lean* production philosophy to entrepreneurial organizations.
- **Book:** *Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results* by Mike Rother.
- This book gives an excellent overview of how to apply a continuous improvement approach to leadership and management.

## Support Growth and Development

- **Book Excerpt:** List of growth and development opportunities for team members from *Measuring Leadership Development* by Jack Phillips, Patricia Pulliam Phillips, and Rebecca L. Ray.
- The authors of this fabulous book, which I recommend to anyone who's involved in leadership development work, suggest the following activities as opportunities for growth and development. Consider yourself or your team. Which of these actions could you try as a way to increase personal and professional success?
  - Formal training usually in a classroom (a virtual or “brick-and-mortar” one)
  - Informal learning including self-guided or structured content (books, online learning, audio/video podcasts, etc.)
  - Action learning (with a focus on strategic planning or innovation)
  - Job shadowing
  - Coaching (either internal or external)
  - Mentoring
  - Experiential learning
  - Stretch assignments
  - Simulations
  - Community involvement
  - “Community of practice” or network involvement
  - Short-term rotational assignments
  - Long-term international assignments

## OTHER

### Women and Leadership

Since I get asked *a lot* about women and leadership, here are a few of my favorites resources, which I recommend that *everyone*, regardless of gender identity, take a look at.

- **Website:** The Clayman Institute ([gender.stanford.edu](http://gender.stanford.edu)).
  - The Clayman Institute conducts and curates high-quality research relating to gender equality.
- **Organization (also a book):** Lean In ([www.leanin.org](http://www.leanin.org)).
  - When you're as awesome as Facebook COO Sheryl Sandberg, you don't just write a book—you start an organization. Lean In is a nonprofit devoted to encouraging women to pursue their ambitions and to changing the conversation from what we can't do to what we can do. (The *Lean In circles* are just like having your own mastermind group—sweet!) As a side note, I met Sheryl once, and she was every bit as brilliant and kind in person as her public persona would suggest.
- **Book:** *Nice Girls Don't Get the Corner Office: 101 Unconscious Mistakes Women Make That Sabotage Their Careers* by Lois Frankel.
  - While I don't necessarily love the language that Frankel uses in this book (*girls* versus *women*), based on her experiences as a coach, Frankel hones in on the sometimes subtle ways that women undermine themselves at work. Filled with practical coaching tips and suggestions, this book has helped me think critically about how to be authentic, without self-sabotaging.
- **Book:** *You Just Don't Understand: Women and Men in Conversation* by Deborah Tannen.
  - Based partly on research and partly on the author's own experiences, this seminal book on male-female communications might have an overly simplistic view of gender differences, but I nevertheless found the ideas and examples supremely helpful in terms of thinking about how I could best communicate my ideas and opinions to different audiences.

- **Book:** *Flux: Women on Sex, Work, Love, Kids, and Life in a Half-Changed World* by Peggy Orenstein.
  - Okay, full disclosure: this book isn't specifically about women leaders, but I enjoyed reading the results of the hundreds of interviews that the author conducted with women in a variety of contexts and roles in order to explore what works for them in terms of life and career choices. It's super nonjudgmental, and it gave me a lot of good ideas about how to think about my future. It's a great read for men as well.

## Resources for New Leaders and Managers

- **Template:** *Team Member Questionnaire*.
  - The questionnaire that follows is based on one that my excellent supervisor Maureen Ferry used with me when we both worked with Teach For America. It's something that I complete for all new team members and that I ask them to complete as well. If you are in a new position of leadership, team management, or supervision, using some variation of this activity will help you to get to know your team members better, and it allows them to get to know you better. (See Chapter 2, "Build Positive and Productive Relationships with Others".)

### ***Team Member Questionnaire***

In order to ensure that we work together in the most positive and productive manner possible, I want to make sure I understand and respect your preferences and working style. In order to help me do this, please fill out this questionnaire and **email** it to me. I will do the same and **email** you a copy of my responses.

1. What is the greatest strength that you bring to your role or the organization?
2. Which aspect or part of your role do you most enjoy? In other words, which part are you the most excited about?
3. In what way(s) would you like to grow or improve in your current role?
4. What is your favorite quality in a colleague?

5. What is your least favorite quality in a colleague?
6. What do you need from a manager or supervisor? Describe your best and worst supervisors.
7. Do you prefer to work alone or in groups? If in groups, what size is ideal?
8. During what types of situations are you most likely to feel stressed out? During these times, how can your team best support you? How can your manager or supervisor best support you?
9. How do you best process information? In other words, do you talk about it with others, do you take notes, do you think about it on your own, or do you process information in some other way?
10. What is your meeting participation style?
11. What is your meeting facilitation style?
12. How do you prefer to communicate? In person, by phone, via email or text messaging, or some other way?
13. How do you prefer to receive feedback? In person, in writing first, or some other way?
14. At what time of day do you do your best work?
15. What aspects of work do you find energizing or draining?
16. Is there anything else that I should know about your working style?

- **Template:** *Agenda for First Meeting with New Team Members.*
  - The following is a sample of the agenda that I follow for my first meeting with new team members whom I manage.

### ***Agenda for First Meeting with New Team Members***

- **Discuss vision and goals.**
  - Organizational vision and how our team and their role, specifically, fits in

*(continued)*

- **Discuss roles and responsibilities.**
  - Their roles and responsibilities
  - Specific goals for this role (including timelines)
  - How I support their work through my role
    - *Leadership:* Keeping them connected into the vision, organizational progress, and any other relevant information (including strategic changes)
    - *Management:* Checking in on progress toward goals and clearing barriers
    - *Coaching:* Thought partnership with regard to challenges and obstacles, as well as support with regard to professional development and growth
- **Check for shared understanding of expectations with regard to what constitutes success for their role.**

### New Alpha Tip

Use content from their job description as a resource.

- **Discuss key introductory survey responses.**
    - Strengths and weaknesses
    - Feedback and how each of us prefers to receive it
    - Other items at your discretion
  - **Discuss team processes.**
    - Date, time, procedures, and content for team meetings
    - Date, time, procedures, and content for our weekly one-on-one (or regularly scheduled) check-ins
    - Our project management system: How we keep track of work and progress
- 
- **Template:** *Sample Check-In Agenda.*
    - The following is a sample of my usual (weekly) check-in agenda with people whom I manage.

### **Sample Check-In Agenda**

:00 to :02: Exchange hellos and chitchat for a minute (sometimes work related, sometimes personal—but still appropriate for work).

:02 to :16: Team member gives updates about what’s going on in his work. Then ask the following questions:

- What big wins have you experienced recently? (Celebrations!)
- What challenges or obstacles are you facing, and how can I best support you?
- Are there any professional development or growth opportunities that you would like my support in pursuing now or in the near future?

:16 to :30: I give updates, including the following:

- Share any new information that’s relevant to the organization or his work
- Ask about any high-priority projects or tasks that weren’t covered in the first 15 minutes
- Follow up on anything that’s outstanding from our last conversation
- Review any next steps for him and/or for me

- **Template:** *Extended Check-In Template.*
  - Here is a copy of the template that I use for extended check-ins with team members whom I manage. Note, however, that you should check with your human resources (or “people operations” or “human assets”) department before implementing this to make sure that they don’t already have a process like this in place. (Any HR department that’s even remotely organized will at least have a formal annual review process in place, though they may not have anything more than that.)

### **Sample Extended Check-in Agenda**

Manager preparation: Use time at a team meeting or during individual check-ins with your team members to explain that you will be doing “extended check-ins” on a quarterly (semiannually, whatever . . .) basis. Here’s how I usually say it:

I've been thinking a lot about management and what I can do to be the best and most effective manager possible for each of you, and after a lot of research and careful reflection, I've decided to add one "extended check-in" per quarter to our regular weekly check-in process.

During the extended check-in, rather than talking about what you are doing right now, we'll discuss what you're doing well in your role, in general, as well as potential areas for growth. We'll also talk about what I'm doing well in my role and what I can do to improve.

I promise this will be really low stress, and you should feel free to be totally honest in these reviews. This entire process is designed to give you the information that you need to be successful in your role and to make sure that I'm supporting you and your work in the best way possible. The only prep is a set of five questions that I'll send you a few days in advance of our meeting. You will email me your responses, and I'll then answer the same five questions and send you my responses before the meeting.

Do you have any questions?

Here are the five questions that I send my team members before an extended check-in:

1. What two things are going well in your work?
  - Please identify any next steps.
2. What two things could you improve about your work?
  - Please identify any next steps.
3. What two things am I doing well as your manager?
  - Please identify any next steps.
4. What two things could I improve upon in my role as your manager?
  - Please identify any next steps.
5. Is there anything else that you would like to comment on or discuss when we meet? For example, do you have any questions, or are there any professional development opportunities that you're interested in?

Logistical note: Once a team member emails me her response, I simply add my notes (in red text) to what she has written and send it back to her. Sometimes my notes are simply agreeing with her responses, and sometimes I have something different to add. Having her fill out the form first though is helpful because it creates some focal points that I can usually work from.

# Looking for more information to help you be exceptional and maximize your impact?



## Here are some ideas to get you started:

- **Read *The New Alpha* book.** This *Resource Guide* contains supplementary materials to support the content of the book, but the book is much, much more comprehensive and includes self-assessments, skill-building exercises, reflection activities, templates, trackers, and other tools that will allow you to personalize the content and monitor your progress over time.
- **Subscribe to the Center for Advancing Leadership and Human Potential's newsletter.** Signing up for our newsletter provides you with early access to all the latest news and resources to help you achieve your goals, find fulfillment, and make an impact. You'll also be the first to find out about our courses and events, as well as any special discounts. You can sign up here: [www.leadershipandhumanpotential.com/newsletter](http://www.leadershipandhumanpotential.com/newsletter).
- **Sign up for one of our upcoming public courses or events.** A list of upcoming (in-person and online) public events can be found here: <http://www.leadershipandhumanpotential.com/upcoming-courses-and-events>.
- **Contact us about developing a course, program, or keynote presentation for your organization or event:** [www.leadershipandhumanpotential.com/contact](http://www.leadershipandhumanpotential.com/contact).
- **Watch the TEDx talk:** Learn more about the new Alpha leadership philosophy by watching this video: [Reimagining Leadership for the 21<sup>st</sup> Century](#).

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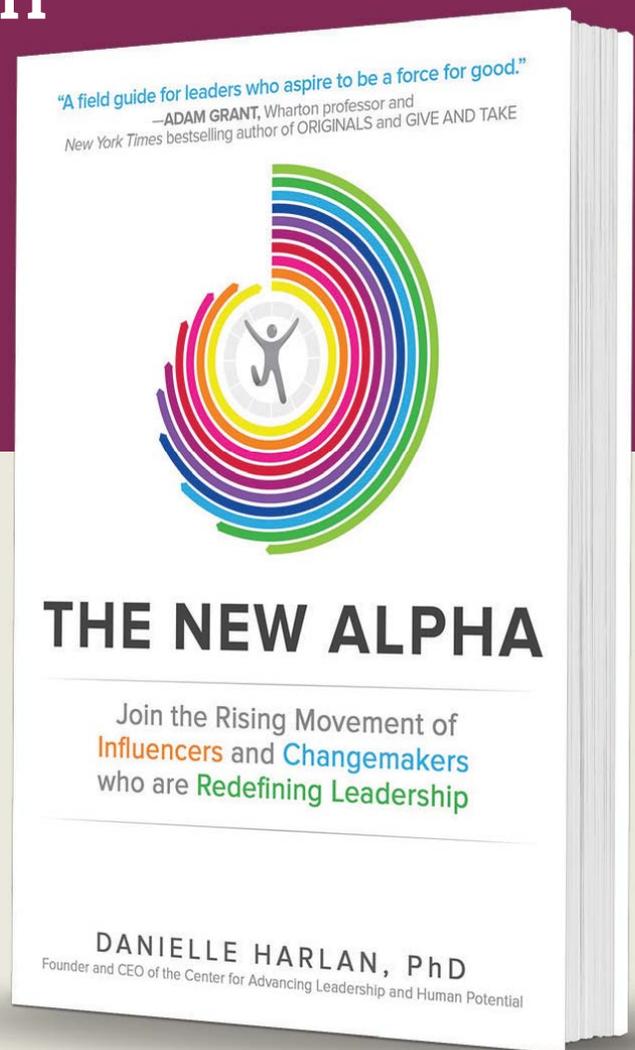
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