

THE READING ROOM

Suggested Reading List

Beyond 911: A New Era for Policing, Sparrow, Moore and Kennedy. This book examines the crisis in policing, chronicles the failure of the traditional policing model and demonstrates how community and problem-oriented policing can enhance police department effectiveness, empower the community and make the job of the police officer more satisfying and rewarding. One of the best of the many books on community-oriented policing.

Blue Blood, Edward Conlon. Written by a Harvard educated New York City Police Officer this book may be the best account ever written of life behind the badge. It chronicles with grit, passion, and sweat all the joys and frustrations, sorrows and rewards of a cop's life in Manhattan or any other big city. It is a stunning memoir.

Bowling Alone, Robert D. Putnam. Using empirical data the author shows how Americans have become increasingly disconnected from family, friends, neighbors and social structures. The shrinking access to social capital is a serious threat to both our civic and personal health. The rebuilding of social capital is crucial to the preservation of local self government and strong communities.

Built to Last, Jim Collins and Jerry Porras. The authors compare 18 truly exceptional and long-lasting companies to one of their top competitors to identify the common practices of the enduringly great companies. Filled with specific examples and organized into a framework of practical concepts the book provides a blueprint for building organizations that will prosper long into the 21st century and beyond.

Chicken Soup for the Soul, Jack Canfield and Mark Victor Hansen. This book nourishes the souls of readers like chicken soup nourishes the sick. With penetrating insight, the book examines the important skills of life; loving others, loving yourself, parenting, the techniques of learning, living your dream, overcoming obstacles, developing wisdom and more. The book is inspirational, positive and motivational. A must read for everyone!

The Crime Fighter, Jack Maple. Architect of Compstat, a computer driven and real time crime analysis system which enhanced accountability and significantly reduced crime in New York City, Maple lays out a strategy which can transform police officers from report takers to true crime fighters. It is a must read for anyone seeking to enhance their crime fighting strategies and skills.

The Deming Management Method, Mary Walton. This book examines the major contribution of W. Edwards Deming to Japanese business and industry after W.W.II. Deming was one of the founding fathers of the quality control movement and one of the most important management thinkers of our time. Deming's famous "Fourteen Points" are fully explored and examples are provided which describes how they have been applied in different organizations. Understanding Deming's methods are essential to anyone attempting to understand total quality management.

The Effective Executive, Peter Drucker. The book develops five elements of executive effectiveness: (1) management of time; (2) focus on results; (3) build on strengths; (4) first things first; and (5) effective decisions. This is a good primer for individuals seeking to improve personal skills and habits.

The Fifth Discipline, Peter Senge. Senge demonstrates how many of the management practices used in most organizations today are outdated, inefficient and ineffective. The key to reform and change is system thinking (seeing interrelationships rather than linear-cause-effect chains, whole processes rather than snapshots and seeing the big picture rather than just focusing on problems). One of the major challenges for the manager is to create a “learning” organization where systems thinking can occur and flourish.

First, Break all the Rules, Marcus Buckingham and Curtis Coffman. Based on extensive empirical evidence developed by the Gallup polling organization, the authors focus on specific actions managers can take to improve their organizations. Many of their findings fly in the face of conventional management wisdom. Applicable to front-line supervisors, middle managers and institutional leaders.

The Five Dysfunctions of a Team, Patrick Lencioni. Using his signature leadership fable as a backdrop, Lencioni examines the barriers to effective teamwork in organizations. Artfully, and with tremendous insight, he reveals the five dysfunctions and how they can be overcome by building trust, embracing conflict, building commitment, improving accountability and focusing on team results.

Freakonomics, Steven Levitt and Stephen Dubner. Through forceful storytelling and wry insight the authors show that economics is the study of incentives. They explore the hidden side of everything from the inner workings of a crack gang to the truth about real estate agents. If morality represents how we want the world to work, economics represents how it actually works. The book will redefine the way the reader views the modern world.

Good to Great, Jim Collins. The author profiles eleven companies which over a period of fifteen years made the transition from “good” companies to “great” companies, characterized by visionary leadership, assigning exceptional talent to the right jobs, brutal measurement of everything and disciplined action.

I Love A Cop, Ellen Kirschman. The author examines the emotional hazards of police work and provides practical techniques to overcome them. Topics include the realities of police work, dealing with organizational stress, critical incidents, trauma and family issues (spouse, children, alcohol and domestic abuse). Includes an extensive list of resources available to officers.

In Search of Excellence, Tom Peters and Bob Waterman. Many say that this book, first published in 1981, started the management revolution in American business. Over 5 million copies have been sold. The book profiles the management practices of some of the best run companies in America.

Leaders: Strategies for Taking Charge, Warren Bennis and Burt Nanus. Examines the four competencies of leadership gleaned from extensive interviews with 90 top leaders from

American business and government. The book shatters some old myths about leadership and emphasizes the importance of vision, communication and consistency.

Leadership, Rudolph W. Giuliani. America's Mayor details his principles of leadership learned through his experience as the mayor of New York, a prosecutor and the tragedy of 9/11. While his observations on leadership are basically old hat, the chapter which describes the application of these principles during the 9/11 tragedy clearly demonstrates why this was Giuliani's finest hour.

Leadership and the One Minute Manager, Ken Blanchard. This is a simple, easily understood book on situational leadership. The book examines the four basic leadership styles and matches them to the employee's development level in terms of competence and commitment.

Leadership is an Art, Max Depree. Depree wrote this book while he was Chairman and CEO of Herman Miller, one of the world's largest manufacturers of office furniture and office environments. A strong advocate of the participative management style, DePree compares contractual and covenant relationships in the organization. Covenant relationships deal with the emotional needs and respect-trust relationships vital to healthy organizations. The book helps managers to look for the unique values and talents that every employee brings to the workplace.

Let My People Go Surfing, Yvon Chouinard. The book provides ample evidence as to why there have been few more influential companies in American business in the last forty years than Patagonia, Inc. and few more inspiring leaders than Yvon Chouinard.

The Machine that Changed the World, Womack, Jones and Roos. This is a fascinating book that looks at the different ways Japan, America and Europe have produced automobiles. The author compares craft, mass and "lean production" and demonstrates how lean production can revolutionize the way we do business. The concepts are applicable to government organizations.

Managers Not MBAs, Henry Mintzberg. The author believes that both management and management education are deeply troubled. He asserts conventional classrooms overemphasize the science of management, leaving a distorted impression of its practice. We need to get back to a more engaging style of management and management education, whereby practicing managers learn from their own experience.

Managing for the Future, Peter Drucker. Drucker examines the rapidly changing world in which we live and work and identifies the imperatives we must pursue if we are to remain competitive and survive. Some of the major concepts include adaptation to change, focus on results, change management and technology.

Man's Search For Meaning, Victor Frankl. According to a survey conducted by the Book-of-the-Month Club and the Library of Congress, Frankl's book belongs to a list of "the ten most influential books in the United States." His 1956 book chronicles his experiences as a Nazi concentration camp inmate, his observations of the behavior of both guards and inmates and how decency and indecency were found in both. Among the deep lessons learned was how between every stimulus and response, there is space. In that space is our power and freedom to choose our response.

Never Eat Alone, Keith Ferrazzi. The author lays out the specific steps he uses to reach out to connect with the thousands of colleagues, friends and associates in his Rolodex, people he has helped and who have helped him. Ferrazzi's form of connecting to the world around him is based on generosity, friends helping friends. He distinguishes genuine relationship-building from the crude, desperate glad-handing usually associated with networking.

Now, Discover Your Strengths, Marcus Buckingham and Donald Clifton, Ph.D. Most of us have little sense of our talents and strengths, much less the ability to build our lives around them. Instead, we become experts in our weaknesses while our strengths lie dormant. The authors have created a revolutionary tool to help readers identify their talents, build them into strengths and enjoy consistent, near-perfect performance.

The One Minute Manager, Ken Blanchard. This book was the first in the One Minute Manager series. It examines the importance and value of goal setting, praise and corrections when performance does not meet expectations. It gives good, practical advice on how to improve fundamental management and supervisory skills.

The One Minute Manager Meets the Monkey, Blanchard and Oncken. The fatal flaw of many managers is their inability to effectively delegate. Using the analogy of getting the "monkey" off your back, the authors describe how managers can effectively delegate, save time and enrich the jobs of their subordinates and themselves.

A Passion for Excellence, Tom Peters and Nancy Austin. Unlike the first book, In Search of Excellence, this book also examines public sector agencies. A major focus of the book is leadership. Each chapter contains practical exercises which managers can use to implement many of the concepts with their team.

The Power Broker, Robert A. Caro. Winner of the Pulitzer Prize, this massive 1,200 page book chronicles the life and extraordinary career of Robert Moses, who more than any other person shaped the landscape of modern New York. For almost half a century, Moses was the single most powerful man in New York's history, developing his public authorities into a political machine that was virtually a fourth branch of government.

Primal Leadership, Goleman, Boyatzis and McKee. In this work the authors explore the role of emotional intelligence in leadership. Drawing from decades of analysis, they show that the most successful leaders excel not just through skill and smarts but by connecting with others using emotional intelligence competencies.

Principle-Centered Leadership, Stephen Covey. The book examines the fundamental principles and values necessary to enhance a person's effectiveness in all areas of personal, family and work relationships.

Reengineering the Corporation, Michael Hammer and James Champy. Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service

and speed. The book examines the values, models and process of initiating and maintaining effective reengineering programs.

Re-imagine, Tom Peters. Presented more as a coffee table book than another boring management book, Peters redefines business thinking. The book is perceptive, provocative, inspiring, truly forward-thinking and full of rules for reinvention. Readers are invited to think beautiful, think weird and embrace even more change than we can imagine.

Reinventing Government, David Osborne and Ted Gaebler. The authors examine the concepts of entrepreneurial government and demonstrate how the concepts are being applied at the federal, state and local government level. The ten principles of government reinvention are explored in detail and provide managers with insight into how their own organizations can be revitalized.

The Seven Habits of Highly Effective People, Stephen Covey. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. The seven habits reveal a step-by-step pathway for living with fairness, integrity, honesty and human dignity. This is one of the best self-help books to come along in a long time.

Six Thinking Hats, Edward de Bono. Recognized as the foremost international authority on conceptual thinking and on the teaching of thinking as a skill, de Bono offers a powerfully simple tool to create a climate of clear thinking, improved communication and greater creativity. The book is both instructive and inspiring for anyone who makes decisions.

Small Giants, Bo Burlingham. The author takes us inside 14 privately held companies that have chosen to march to their own drummer. He searches for the magic ingredients that give these companies their unique “mojo” and the lessons we can learn from them.

Stewardship: Choosing Service over Self-Interest, Peter Block. Block demonstrates how applying the concept of stewardship will radically change all areas of organizational governance and management. In place of the managerial class system, we need to reintegrate the managing of work with the doing of work. No one should make a living anymore watching, measuring and defining what is best for other human beings. Everybody manages and everybody does real work.

Theory Z: How American Business Can Meet the Japanese Challenge, William Ouchi. Ouchi, a business professor at UCLA, most recently served as chief of staff to Los Angeles Mayor Richard Riordan. The book examines, compares and contrasts the characteristics of the Japanese and American management styles and demonstrates how some of the most successful American corporations have incorporated some Japanese management methods.

Through the Labyrinth, Alice H. Eagly and Linda L. Carli. Now, more than ever, women have gained access to high-level leadership positions. The “glass ceiling” has finally shattered but women in powerful roles are still rare. The authors explain why and also describe what needs to be done to give women better access to authority in the workplace. At the heart of their analysis is the metaphor they propose to replace the outdated idea of the glass ceiling: the labyrinth. This

concept better captures the varied challenges women face as they navigate indirect, complex and often discontinuous paths toward leadership.

The Tipping Point, Malcolm Gladwell. In this book the author explores and brilliantly illuminates the tipping point phenomenon which has changed the way people throughout the world think about selling products and disseminating ideas. The book examines new theories on the science of manipulation.

Turnaround, William Bratton. More than the story of Bratton's two years as New York City police commissioner and his disagreements with Mayor Rudolph Giuliani, this work details the cutting-edge policing strategies that brought about the historic reduction in crime in New York City. The book also provides interesting insight into the creation, implementation and execution of Compstat.

Zen and the Art of Motorcycle Maintenance, Robert Pirsig. This is heavy reading at times but worth the effort. Pirsig examines how different outlooks can improve the way we look at and feel about many things in our lives. His discussion of quality (scientific and romantic) is the most applicable to work. Individuals who can see and feel quality are persons who care and care will result in a higher quality work product.