

A Core List of Recommended Books on Organizational Change and Related Topics

(Notes: Items marked with an asterisk are top recommendations at the introductory level in each category. Categories are: Appreciative Inquiry, Big Picture, Change Management, Coaching, Conflict Management, Creativity, Facilitation, Leadership, Organizational Development, Self Management, and Teams.)

Allen, David. Getting things done: the art of stress-free productivity. New York: Viking, 2001. Allen presents the latest thinking on ways to get organized for meeting your obligations. His staff have taught two or three 1- to 2-day workshops for faculty and staff at KU, so there are many proponents of his system on campus. (SELF MANAGEMENT)

Allison, Kay. Secrets from the innovation room: how to create high-voltage idease that make money, win business, and outwit the competition. New York: McGraw-Hill, 2005. Includes exercises to strengthen creativity in the organization. (CREATIVITY)

*Bens, Ingrid. Facilitating to lead! Leadership strategies for a networked world. San Francisco: Jossey-Bass, 2006. Good overview of facilitative leadership. (LEADERSHIP)

*Bens, Ingrid. Facilitation at a glance! A pocket guide of tools and techniques for effective meeting facilitation. 2nd ed. Salem, NH: GOAL/QPC, 2008. Handy pocket guide that summarizes principles, tools and techniques of facilitation. (FACILITATION)

Biswas-Diener, Robert, and Ben Dean. Positive psychology coaching: putting the science of happiness to work for your clients. Hoboken, NJ: John Wiley & Sons, 2007. A newer work that highlights the applications of positive approaches to coaching. (COACHING)

Bridges, William. Managing transitions: making the most of change. 2nd ed. Cambridge, MA: Da Capo Press, 2003. The classic, often-cited work on change. (CHANGE MANAGEMENT)

Burke, W. Warner. Organization change: theory and practice. Thousand Oaks, CA: Sage, 2002. Covers a lot of organizational development. Burke was the first president of the OD Network organization when it was formed more than 40 years ago. (CHANGE MANAGEMENT)

Cameron, Kim S., Jane E. Dutton, and Robert E. Quinn. Positive organizational scholarship: foundations of a new discipline. San Francisco: Berrett-Koehler, 2003. A collection of chapters by various authors on applications of positive psychology and related research in organizations. (BIG PICTURE)

Cooperrider, David L., Diana Whitney, and Jacqueline M. Stavros. Appreciative inquiry handbook for leaders of change. 2nd ed. Brunswick, OH: Crown Custom Publishing, and San Francisco: Berrett-Koehler, 2008. Revision of the classic authoritative work on AI. (APPRECIATIVE INQUIRY)

*Covey, Stephen R. The 7 habits of highly effective people: restoring the character ethic. New York: Free Press, 2004. (The most recent version, celebrating the 15th anniversary of

first publication. It includes a new foreword and afterword by Covey.) (SELF MANAGEMENT)

Covey, Stephen R. The 8th habit: from effectiveness to greatness. New York: Free Press, 2005. Covey's latest thinking, including the addition of an 8th habit. Includes a DVD with many of the favorite Covey video clips. (SELF MANAGEMENT)

Covey, Stephen R., A. Roger Merrill, and Rebecca R. Merrill. First things first: to live, to love, to learn, to leave a legacy. New York: Simon & Schuster, 1994. Until David Allen's work, this was the most revolutionary approach to time and priority management. It contains lots of good information and a sound approach to meeting obligations, and forms the basis for lots of workshops. (SELF MANAGEMENT)

*Cummings, Thomas G., and Christopher G. Worley. Organization development & change. 9th ed. Mason, OH: Thompson/South-Western, 2008. Broadly acknowledged as the best and most current university textbook on OD. A good overview. (BIG PICTURE)

de Bono, Edward. Creativity workout: 62 exercises to unlock your most creative ideas. Berkeley, CA: Ulysses Press, 2008. The latest work by de Bono, who is one of the long-term acknowledged and widely-read experts on creativity. (CREATIVITY)

*Gilley, Ann. The manager as change leader. Westport, CT: Praeger, 2005. Excellent, easy-to-use guide to change for managers. (CHANGE MANAGEMENT)

*Hammond, Sue Annis. The thin book of appreciative inquiry. 2nd ed. Plano, TX: Thin Book Publishing, 1998. The short version coverage of AI. (APPRECIATIVE INQUIRY)

*Hammond, Sue Annis, and Andrea B. Mayfield. The thin book of naming elephants: how to surface undiscussables for greater organizational success. Bent, OR: Thin Book Publishing, 2004. (CONFLICT MANAGEMENT)

*Haneberg, Lisa. Organization development basics: a complete how to guide.... Alexandria, VA: ASTD Press, 2005. (American Society for Training and Development Basic Series.) Good overview of OD in about 150 pages. (ORGANIZATIONAL DEVELOPMENT)

Hargrove, Robert A. Masterful coaching: extraordinary results by impacting people and the way they think and work together. Revised ed. San Diego: Pfeiffer, 2002. Revision of a classic; includes coverage of transformation by way of coaching. (COACHING)

Hargrove, Robert. Masterful coaching fieldbook: grow your business, multiply your profits, win the talent war! San Francisco: Jossey-Bass, 2000. Describes a 5-step model for effective coaching. (COACHING)

Harrington, H. James, Glen D. Hoffherr, and Robert P. Reid, Jr. The creativity toolkit: provoking creativity in individuals and organizations. New York: McGraw-Hill, 1998. Includes CD-ROM. Covers a variety of exercises designed to stimulate creativity. (CREATIVITY)

Holman, Peggy, Tom Devane, Steven Cady, and associates. The change handbook: the definitive resource on today's best methods for engaging whole systems. 2nd ed. San Francisco: Berrett-Koehler, 2007. An excellent overview of various approaches to managing change. (CHANGE MANAGEMENT)

Jackson, Janet Cooper. Organization development: the human and social dynamics of organizational change. Lanham, MD: University Press of America, 2006. Covers basics of organizational development in an easy-to-use style. (ORGANIZATIONAL DEVELOPMENT)

Justice, Tom, and David W. Jamieson. The facilitator's fieldbook. 2nd ed. New York: American Management Association, 2006. (HRD Press) This publication also grants permission to use the materials for your own purposes. (FACILITATION)

Kaner, Sam, with Lenny Lind, Catherine Toldi, Sarah Fisk, and Duane Berger. Facilitator's guide to participatory decision-making. Second ed. San Francisco: Jossey-Bass/Wiley, 2007. This is one of those sensible "toolkit" publications for facilitators that gives permission for using materials in our organizations. (FACILITATION)

Katzenbach, Jon R., and Douglas K. Smith. The wisdom of teams: creating the high-performance organization. New York: HarperCollins, 2003. First published in 1993. Later editions include a new, long preface that discusses what has been learned since the book was originally published. (TEAMS)

Noonan, William R. Discussing the undiscussable: a guide to overcoming defensive routines in the workplace. San Francisco: Jossey-Bass, 2007. A long-awaited expansion on earlier work by Chris Argyris on the topic – work that Roger Schwarz incorporated into his basic groundrules for groups in his works on facilitation. Relates to Hammond and Mayfield on “naming elephants.” (CONFLICT MANAGEMENT)

*Orem, Sara L., Jacqueline Binkert, and Ann L. Clancey. Appreciative coaching: a positive process for change. San Francisco: Jossey-Bass, 2007. Seeks to apply appreciative inquiry techniques to the coaching process. (COACHING)

Rath, Tom, and Barry Conchie. Strengths based leadership: great leaders, teams, and why people follow. New York: Gallup Press, 2008. This work takes strengths to a new level by defining four types of leadership based on the 34 strengths identified in their research database and probed for in their assessment tool. (LEADERSHIP)

*Ritter, Diane, and Michael Brassard. The creativity tools memory jogger: a pocket guide for creative thinking. Salem, NH: GOAL/QPC, 1998. A handy short-hand guide to stimulating creativity. (CREATIVITY)

Scholtes, Peter R. The leader's handbook: making things happen, getting things done. New York: McGraw-Hill, 1998. A useful work on leadership. (LEADERSHIP)

Scholtes, Peter R., Brian L. Joiner, and Barbara J. Streibel. The team handbook. 3rd ed. Madison, WI: Oriol, 2003. Perhaps the second-most cited work on teams (after Katzenbach & Smith). Excellent and well organized. (TEAMS)

Schwarz, Dale, and Anne Davidson. Facilitative coaching: a toolkit for expanding your repertoire and achieving lasting results. San Francisco: Pfeiffer, 2009. The predominant approach to coaching is, in essence, a form of facilitation. This work takes it a step further by clearly using a facilitative approach. Dale, by the way, is sister to Roger Schwarz, the academic guru of facilitation. (COACHING)

Schwarz, Roger M. The skilled facilitator: a comprehensive resource for consultants, facilitators, managers, trainers, and coaches. 2nd ed. San Francisco: Jossey-Bass, 2002. The classic almost-scholarly work on facilitation, updated into a second edition. (FACILITATION)

Schwarz, Roger, Anne Davidson, Peg Carlson, Sue McKinney, and others. The skilled facilitator fieldbook: tips, tools, and tested methods for consultants, facilitators, managers, trainers, and coaches. San Francisco: Jossey-Bass, 2005. An excellent companion volume to the classic above. (FACILITATION)

Scott, Susan. Fierce conversations: achieving success at work & in life, one conversation at a time. New York: Viking, 2002. A guide to planning and having those difficult conversations. (CONFLICT MANAGEMENT)

Stone, Douglas, Bruce Patton, and Sheila Heen. Difficult conversations: how to discuss what matters most. New York: Penguin Books, 1999. One of the better works on the topic. (CONFLICT MANAGEMENT)

*The team memory jogger: a pocket guide for team members. Madison, WI: GOAL/QPC and Oriel Incorporated, 1995. A handy, small, short-hand guide to solving team issues. (TEAMS)

Thompson, Leigh L. Making the team: a guide for managers. 3rd ed. Upper Saddle River, NJ: Pearson/Prentice Hall, 2008. University text book on the topic. (TEAMS)

Weaver, Richard G., and John D. Farrell. Managers as facilitators: a practical guide to getting work done in a changing workplace. San Francisco: Berrett-Koehler, 1997. Includes good coverage of facilitation and what to do when interventions are needed. Especially useful for thumb-nail summaries of most facilitation tools. (FACILITATION)

Whitney, Diana K., and Amanda Trosten-Bloom. The power of appreciative inquiry: a practical guide to positive change. San Francisco: Berrett-Koehler, 2003. An excellent work on appreciative inquiry. (APPRECIATIVE INQUIRY)

Zachary, Lois J. The mentor's guide: facilitating effective learning relationships. San Francisco: Jossey-Bass, 2000. Acclaimed by many as one of the best works on mentoring. (COACHING)

Zeus, Perry, and Suzanne Skiffington. The coaching at work toolkit: a complete guide to techniques and practices. Sydney, Australia: McGraw-Hill, 2002. Supplements their work below with practical tools and techniques for effective coaching. (COACHING)

ADDENDUM: ADDITIONAL SOURCES OF INFORMATION

For those interested in various avenues for learning more about organizational development and change management, here is an updated and edited version of "Sources of information on organizational development in libraries (and beyond)." This "document" is occasionally updated by Keith Russell and shared with subscribers to the Library Administration and Management Association discussion list on organizational development (mentioned below).

1. Library discussion groups and discussion lists. Within the library community, the main OD-specific discussion group is within the American Library Association, sponsored by the Library Leadership and Management Association Library Organization and Management Section. It is the LLAMA-LOMS Organizational Development Discussion Group (ODDG), and it usually meets on Sunday afternoon/evening at ALA annual and midwinter conferences. The group supports an online discussion group (lomsod-l@ala.org), which is managed by ALA and LAMA. Within LLAMA/LOMS there is also an Organizational Theory and Practice Committee, which sponsors programs at ALA annual conferences (sometimes on OD, such as a program the co-sponsored with the ODDG in 2007).

2. OD literature. The literature on OD occurs in a wide range of publications, both monographs (many are listed above) and journals. Various authors have published on OD efforts in libraries, in such journals as Library administration and management, Portal, and Library trends. In 2004 a whole issue of Library trends was devoted to topics in OD and leadership (v. 53, n.1, Summer 2004). The end article included fairly comprehensive coverage of recent useful OD and OD-related literature, both within libraries and in the field of OD. More than 100 references were cited, including articles in more than 30 journals (which illustrates that relevant literature can appear almost anywhere).

Other journals cover OD more broadly, including: Journal of applied behavioral science, Advances in developing human resources, OD practitioner (published by the OD Network), Organization development journal (published by the Organization Development Institute), Organizational dynamics, Leadership & organization development journal, and Group & organization management. OD articles can be found in various databases, including Library Literature, Academic Search Premier, Expanded Academic ASAP, Wilson OmniFile, ABI/INFORM, Business & Company Resource Center, FACTIVA, and Emerald Fulltext.

3. Conferences. The OD Network (<http://www.odnetwork.org/>) has been a professional organization for OD practitioners world-wide for more than 40 years, and its annual conference is an excellent opportunity to catch up on what is going on in the field. Conferences are usually held in October. The Academy of Management (<http://www.aomonline.org/>) has an organization development and change division that focuses on the more academic side of OD.

Another organization, the Organization Development Institute, tracks various OD-related conferences throughout the world, and its website has other information resources available. The website is at <http://www.odinstitute.org>

Within libraries, there is the bi-annual "Living the Future Conference," held at the University of Arizona and co-sponsored with the Association of Research Libraries Office of Leadership

and Management Services and the Association of College and Research Libraries. The last conference was in spring 2008.

Occasionally there are other conferences on OD and related topics, such as the November 2004 human resources conference in DC on "Positive Organizational Scholarship and other OD topics," sponsored by the Association of Research Libraries Office of Leadership and Management Services.

Within higher education, there is the National Consortium for Continuous Improvement in Higher Education (NCCI; <http://www.ncci-cu.org/>), a membership organization of approximately 70 universities and 8 affiliate associations focusing on the use of OD in various university operations.

4. Educational opportunities. Some library schools offer OD and OD-related classes. Some universities (such as Columbia and Pepperdine) offer programs in OD and related topics, some as academic programs, others as workshops, and still others as executive development programs.

Within the library profession, Elaina Norlin, Shelley Phipps, and Maureen Sullivan periodically offer their 3-day OD Institute, an excellent overview of OD philosophy, tools, models, and practice. Graduates of this program occasionally find opportunities to get together at other conferences.

In addition, workshops are offered by other organizations, such as University Associates (<http://www.universityassociates.com>), the Cape Cod Institute (<http://www.cape.org>) and the Corporation for Positive Change (Diana Whitney and her colleagues; <http://www.positivechange.org>). NCCI and the OD Network also offer workshops separate from (or sometimes in conjunction with) their annual meetings.

5. Websites. Many universities, and some university libraries, have interesting information about OD practices at their institutions on their websites. There are now more than a dozen university libraries that place enough emphasis on OD that they have created positions with OD (or related terms) in their job titles. Most of the incumbents of those positions are participants in the LAMA-LOMS OD discussion group and list, and are happy to share websites (both their own and others they have found interesting). (An advanced search on Google, restricted to .edu sites, can quickly identify some of those sites. Please note that some institutions use "organization development" while others use "organizational development," and many universities are now using "organizational effectiveness" to describe traditional OD efforts.)



(Prepared by Keith Russell, University of Kansas (krussell@ku.edu), for a presentation by Leo Agnew, Jean Darbyshire, and Keith Russell at the Missouri Library Association Annual Conference, October 7-9, 2009, Columbia, Missouri. Presentation title: Positive approaches to organizational analysis and change: techniques anyone at any level can use in libraries.)