ECI Library Matters

Training, Management, Supervision, and Leadership Resources (updated)

This month, we are featuring a selection of titles available from the library on training, management, supervision, and leadership. The library has hundreds of titles available on these topics. For a complete selection of library materials, visit the library catalog at www.texashealthlibrary.com.

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In This Issue

Management, Supervision, and Leadership:

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Training:

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Please note: Library audiobooks are available in CD format.

How to lead when you're not in charge. 380 min. 2017. (AC0043).
Every leader, young or old, understands the dead-end feeling of not being in charge. Too often the lack of authority paralyzes leaders. One of the greatest myths of leadership is that you must be in charge to lead. Great leaders lead with or without the authority to lead. Because every road of leadership forks at the intersection of authority and influence, learning to cultivate influence without authority is an essential skill in navigating culture today.

Servant leadership in action. 593 min. 2018. (AC0047).
These discs must be played on an MP3 capable player. Servant leaders lead by serving their people, not by exalting themselves. This collection, edited by Ken Blanchard, features forty-four renowned servant leadership experts and practitioners who offer advice and tools for implementing this proven leadership model.

Management, Supervision, and Leadership – New Books

This book is designed to help supervisors and managers effectively communicate appreciation and encouragement to their employees, resulting in higher levels of job satisfaction, healthier relationships between managers and employees, and decreased cases of burnout. It applies the love language concept to the workplace.

This book explains how a more socially connected workforce creates greater fulfillment, productivity, and engagement while preventing burnout and turnover.

Based on research conducted with leaders, change makers, and culture shifters, this book shows how to put those ideas into practice, so we can step up and lead. Daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start.
Daring greatly: How the courage to be vulnerable transforms the way we live, love, parent, and lead. Brene Brown, 2012. (BF 575 B877 2012).
Based on twelve years of research, the author argues that vulnerability is not weakness, but rather our clearest path to courage, engagement, and meaningful connection. Every day we experience the uncertainty, risks, and emotional exposure that define what it means to be vulnerable, or to dare greatly. Whether the arena is an important meeting, our creative process, or a difficult workplace conversation, we must find the courage to walk into vulnerability and engage with our whole hearts. The author challenges everything we think we know about vulnerability.

We attempt or avoid difficult conversations every day—whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. This book provides a step-by-step approach to having those tough conversations with less stress and more success.

This book examines what it means to be a leader across the early childhood education field. Introducing core concepts, including self-understanding through professional reflection and consideration of people’s beliefs and values, it explores the challenges of working in various roles within early childhood settings.

This book is a tool for program administrators to prepare professional development experiences for their staff during staff meetings. These professional development experiences can also be modified to be part of an ongoing college class or child development credential. The book includes an agenda and outline for each topic along with a materials list, handouts, and instructions for activities.
Management, Supervision, and Leadership – New DVDs

**Diversity in the workplace for managers and supervisors.** 14 min. 2018. (DV1370).
The diversity of the people in today's workforce can bring meaningful benefits for organizations as well as for employees but it can bring significant challenges as well. Managers and supervisors learn about the obstacles that can prevent people from accepting change and what they can do to embrace and encourage diversity in their department. This program defines diversity, lists its benefits, and teaches about the harm of stereotyping, bias, and discrimination.

**How to give effective performance feedback to employees.** 78 min. 2011. (CD0036).
Drew Stevens explains how to give employees clear, positive, constructive feedback in this webinar with PowerPoint slides.

**Leadership at every level.** 24 min. 2011. (DV1314).
Imagine if all your good managers became great leaders. Learn how setting and subordinates determine which management style is most appropriate for your situation.

**Reflective supervision II: Video training series.** 124 min. 2016. (DD0820).
This video features four spontaneous, unrehearsed reflective supervision sessions to guide and stimulate discussion about reflective process. Each session provides a window into a reflective supervisory experience and offers opportunities to consider essential elements of reflective process.

**Setting clear goals and performance expectations for employees.**
78 min. 2013. (CD0037).
In this webinar, Ray Santerini teaches techniques for clearly communicating expectations and effectively following up with the employee after the supervisor and employee have agreed upon goals.
This text describes the challenges companies face when filling leadership positions, explains how to differentiate high potentials from high performers, and presents an action plan for developing high-potential employees.

Addressing the area of shared leadership, also known as collective or distributed leadership, this book embraces the underlying idea that leadership is a dynamic process that intersects closely with followership. The authors take a critical look at distributed leadership models by viewing them through the lens of nature and ecosystems.

The EQ leader: Instilling passion, creating shared goals, and building meaningful organizations. Steven Stein (2017).
Data collected from thousands of the world's best leaders reveals the keys to success: authenticity, coaching, insight, and innovation. By incorporating these methods into their everyday workflow, these leaders have propelled their teams to heights great enough to highlight the divide between successful and not-so-successful leadership.

Leader evolution: From technical expertise to strategic leadership.
Alan Patterson (2015).
To reduce the learning curve and create a more effective process, this book describes a road map for leadership development, a series of four stages that expand personal competence as well as create a broader impact on the organization or business. Each stage requires unique changes in thinking, perspective taking, and behavior, both those needed to acquire as well as those needed to jettison. The book is a pragmatic approach for self-motivated individuals to take control of their professional development by giving them the concepts, tools, techniques, and assignments to develop their leadership effectiveness on the job.

This book works to differentiate the terms manager and leader. With these terms often used synonymously, misunderstanding leads to confusion and failed expectations at all levels of an organization. Providing both academic and practical organizational examples, this book challenges readers with ranging experience and knowledge to explore management and leadership in a new and comprehensive way. Enabling readers to better understand the nuances between leading and managing, this book provides historical context while guiding readers in understanding the impact each role has within an organization.
Organizational culture and leadership. Edgar H. Schein (2016).
This book shows how culture has become a popular concept leading to a wide variety of research and implementation by various organizations and expands the focus on the role of national cultures in influencing culture dynamics, including some practical concepts for how to deal with international differences. Special emphasis is given to how the role of leadership varies with the age of the organization from founding, through mid-life to old age as the cultural issues vary at each stage.

Citing a wide range of research in organizational behavior, medical science, and psychology as well as real-world examples, this book shows that to achieve exceptional success, leaders must emphasize strengths rather than simply focus on weaknesses; foster virtuous actions such as compassion, gratitude, and forgiveness; encourage contribution goals in addition to achievement goals; and enable meaning in work.

With humor, insight, and engaging storytelling, Heidi Grant, PhD, describes how to elicit helpful behavior from your friends, family, and colleagues - in a way that leaves them feeling genuinely happy to lend a hand. Whether you're a first-time manager or a seasoned leader, getting people to pitch in is what leadership is. Fortunately, people have a natural instinct to help other human beings; you just need to know how to channel this urge into what it is you specifically need them to do. It's not manipulation. It's just management.

You have likely heard stories from friends, family members, and colleagues who quit a job because of a toxic person: an individual who belittles, shames, humiliates, or bullies. You may not have realized that these individuals not only take their tolls on our emotional psyches, but the financial outcomes of their organizations as well. Through this book's many case examples, as well as evidence-based practices and templates, each chapter singles out one main issue and how to resolve it with respect and clarity. It presents concrete practices that will restore civility and respect into your organization as well as with increased performance.
Please note: Library audiobooks are available in CD format.

5 languages of appreciation in the workplace. 390 min. 2011. (AC0031).

7 habits for managers: Managing yourself, leading others, unleashing potential. 77 min. 2007. (CA0017).

The 7 habits of highly effective people: Restoring the character ethic. 840 min. 2004. (CA0027).

9 traits of highly successful work teams. 174 min. 2006. (CA0009).

Good boss, bad boss. 390 min. 2010. (AC0032).

Great by choice. 540 min. 2011. (AC0035).

Invisible employee: Realizing the hidden potential in everyone. 240 min. 2006. (AC0025).

Leading change. 350 min. 2007. (CA0033).

Real leadership: The 101 collection. 280 min. 2006. (CA0018).

Silos, politics, and turf wars: A leadership fable. 30 min. 2006. (AC0038).

Speed of trust. 720 min. 2009. (CA0028).

Too many bosses too few leaders. 480 min. 2011. (AC0028).

You don’t need a title to be a leader. 150 min. 2006. (CA0011).

Management, Supervision, and Leadership – Select Books


The 7 habits of highly effective people. Stephen R. Covey, 2013. (BF 637 S8 C873s 2013).


101 tough conversations to have with employees: A manager’s guide to addressing performance, conduct, and discipline challenges. Paul Falcone, 2009. (HF 5549.5 E42 F182 2009 RHB).

365 ways to motivate and reward your employees every day: With little or no money. Diana Podmoroff, 2016. (HF 5549.5 I5 P742 2016).


Bridging the soft skills gap: How to teach the missing basics to today’s young talent. Bruce Tulgan, 2015. (HF 5381 T917 2015 RHB).

Bringing out the best in people: How to apply the astonishing power of positive reinforcement. Aubrey C. Daniels, 2016. (HF 5549.5 M63 D186b 2016 RHB).

The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance, 2nd ed. Adrian Robert (HF 5549.5 I5 G682c 2009 RHB). *This title is also available as an audiobook on CD, call number CA0036.


David and Goliath: Underdogs, misfits, and the art of battling giants. Malcolm Gladwell, 2013. (BF 503 G543d 2013 RHB). *This title is also available as an audiobook on CD, call number CA0042.


Management, Supervision, and Leadership – Select Books (continued)


Employee experience. Tracy Maylett, 2017. (HF 5549.5 M469e 2017 RHB).


Ethics applied. 2013. (W 50 E84 2013).


The feedback imperative: How to give everyday feedback to speed up your team’s success. Anna Carroll, 2014. (HF 5549.5 C319f 2014).

First break all the rules: What the world’s greatest managers do differently. 2016. (HD 38.2 B923f 2016).

The first two rules of leadership: Don’t be stupid, don’t be a jerk. David Cottrell, 2016. (HD 57.7 C851f 2016).

From bud to boss: Secrets to a successful transition to remarkable leadership. Kevin Eikenberry, 2011. (HD 57.7 E34 2011 RHB).

Management, Supervision, and Leadership – Select Books (continued)


Good to great and the social sectors. James C. Collins, 2005. (HD 57.7 C712s 2005). *This title is also available as an audiobook on CD, call number AC0023.


Great answers to tough questions at work. Michael Dodd, 2016. (HF 5718 D639 2016 RHB).

Great by choice: Uncertainty, chaos, and luck: Why some thrive despite them all. James C. Collins, 2011. (HF 5386 C712g 2011). *This title is also available as an audiobook on CD, call number AC0035.

A great place to work: Creating a healthy organizational climate. Paula J. Bloom, 2016. (LB 1775.6 B665g 2016 ECI).

HBR’s 10 must reads on change management. 2011. (HD 58.8 H431 2011).


How to be a great boss. Gino Wickman, 2016. (HD 38.2 W637 2016 RHB).


Meeting the ethical challenges of leadership: Casting light or shadow, 6th ed. Craig E. Johnson, 2018. (HF 5387 J66m 2018).


Moving diversity forward: How to go from well-meaning to well-doing. Verna A. Myers, 2011. (HF 5549.5 M996 2011).


The one thing you need to know about great managing, great leading, and sustained individual success. Marcus Buckingham, 2005. (HD 38.2 B923o 2005).


Own the room: Discover your signature voice to master your leadership presence. Amy Jen Su and Muriel Maignan Wilkins, 2013. (HD 57.7 S82 2013 RHB).


Quiet: The power of introverts in a world that can’t stop talking. Susan Cain, 2012. (BF 698.3 C135 2012). *This title is also available as an audiobook on CD, call number AC0033.


Reflective supervision and leadership in infant and early childhood programs. Mary Claire Heffron, 2010. (LC 4109.3 H461r 2010 ECI).


The speed of trust: The one thing that changes everything. Stephen M.R. Covey, 2006. (HF 5387 C873s 2006). *This title is also available as an audiobook on CD, call number CA0028.

The starfish and the spider: The unstoppable power of leaderless organizations. Ori Brafman, 2006. (HD 50 B812 2006 MHSA). *This title is also available as an audiobook on CD, call number CA0037.


What keeps leaders up at night: Recognizing and resolving your most troubling management issues. Nicole A. Lipkin, 2013. (HD 57.7 L567 2013).

Who moved my cheese?: An amazing way to deal with change in your work and in your life. Spencer Johnson, 1998. (BF 637 C4 J69 1988 RHB). *This title is also available on DVD as an animated movie (DD0380).


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Communication skills for project and team management. 30 min. 2009. (DD0315).


Employment relations and conflict resolution. 23 min. 2012. (DV0935).

Finding the words finding the ways: Exploring reflective supervision and facilitation. 136 min. 2012. (DD0614).

Igniting bold leadership: How to create a culture of risk-taking and collaboration. 57 min. 2014. (DV0884).

Meeting management challenges. 11 min. 2012. (DV0924).

Meeting management challenges 2. 11 min. 2012. (DV0925).

Practical coach 2. 26 min. 2014. (DV0861).

Q & A ethical behavior. 14 min. 2009. (DD0793).

Reflective supervision for infant mental health practitioners. 136 min. 2012. (DD0613).

Respectful communicator. 15 min. 2011. (DV0859).
This DVD is restricted to employees of the Texas Health and Human Services agencies and their contractors.

The respectful supervisor: Integrity and inclusion. 13 min. 2015. (DV0944).
This DVD is restricted to employees of the Texas Health and Human Services agencies and their contractors.

The respectful supervisor: Motivating and retaining employees. 11 min. 2015. (DV0945).
This DVD is restricted to employees of the Texas Health and Human Services agencies and their contractors.

Take ten volume 2: Ten minute leadership lessons for teams. 100 min. 2012. (DD0747).

Take ten volume 3: Ten minute leadership lessons for teams. 100 min. 2013. (DV0866).
These titles and many more are available electronically. You may access them on a computer or mobile device. Use of these eBooks is restricted to employees of the Texas Health and Human Services agencies and their contractors. To view FAQs, Help Sheets, User Guides, and Tutorials, go to http://support.epnet.com/ebooks/. If you have any questions, please contact the library at library@dshs.texas.gov or call (512) 776-7559 or toll-free 1-888-963-7111 x7559.

**ASTD management development handbook: Innovation for today’s manager.** Lisa Haneberg (2012).
Modern management professionals who are in touch with the issues, challenges, opportunities, and dynamics present in contemporary workplaces share their thinking on best management practices.

This book combines research, conceptual models, practitioner experience, and stories that highlight core conflict competencies. Leaders will learn conflict dynamics, self-awareness, self-control, how to prevent destructive responses and foster constructive responses to conflict, and how to build conflict competent organizations.

This book provides actionable guidance for those designing, initiating, and implementing coaching programs.

**Chess not checkers: Elevate your leadership game.** Mark Miller (2015).
As organizations grow in volume and complexity, the demands on leadership change. This is the story of Blake Brown, newly appointed leader of a troubled company. His new mentor points out that Blake needs to play a different game. The early days of an organization are like checkers; a quickly played game with mostly interchangeable pieces. Everybody does a little bit of everything. But as the organization expands, one has to think strategically, plan ahead, and leverage every employee’s specific talents, just like in a game of chess.

**Conflict 101: A manager’s guide to resolving problems so everyone can get back to work.** Susan H. Shearhouse (2011).
This book helps managers navigate relationships, build compromises and collaborations, and channel the energy of disagreements into positive results. It helps managers build trust among coworkers, harness negative emotions, encourage apologies, and use a solution-seeking approach to resolving employee differences.
Research shows that many members of today’s workforce feel overworked and underappreciated, all factors that attribute to high turnover, low customer satisfaction, increased incidences of health and safety problems, and low productivity. This book uses practical wisdom and scholarly research to suggest ways to keep employees engaged without causing burnout.

Dealing with the tough stuff: How to achieve results from key conversations. Darren Hill and Sean Richardson (2012).
Packed with practical suggestions for dealing with the tough stuff at work, this book features simple diagnostics, models, and processes that managers can put to use immediately. Readers learn how to apply a variety of tools, tips, and strategies to conduct critical conversations with empathy and assertiveness.

This book takes the reader on an investigative journey into everyday leadership as framed in the increasingly interconnected context of human relationships within and across organizations. It offers broad appeal for the non-profit executive, experienced scholar, or academic student.

The effective manager. Mark Horstman (2016).
Effective managers are good at the job and good at people. Horstman explains how to combine those skills to foster team development and maintain a culture of positive productivity.

Effective succession planning: Ensuring leadership continuity and building talent from within. William J. Rothwell (2010).
This book explains how to identify competencies and clarify values for both planning and managing a succession program. It tells how to plan for and quickly fill crucial vacancies at all levels. It discusses how to develop and retain top talent, and build and preserve the organization’s intellectual capital.

Government employees face enormous challenges today, including being stigmatized as underworked and overpaid. At the same time, they’re being asked to solve some of our toughest issues: unemployment, security, poverty, and education. This book gives managers the tools they need to leverage the talents of government’s most important resource: its people.
This book covers all the fundamentals of supervision, with advice on topics including hiring and firing, leadership, motivation, and managing time and stress. It also includes how to build trust and confidence, be an active listener, manage a diverse group of individuals, conduct performance appraisals, and handle other challenges.

First-time leader: Foundational tools for inspiring and enabling your new team. George B. Bradt and Gillian Davis (2012).
First-time leaders get motivational and planning tools from top executive coaching firms. This book provides basic frameworks, processes, and tools to help first-time leaders and their teams deliver better results faster. Readers learn the three stages of team development, and get advice for specific leadership situations including onboarding yourself, onboarding others, and crisis management.

Government managers learn how to make instructions and policies clear to employees, give effective presentations, and communicate effectively with the public. In addition, government managers also learn how to use social media appropriately and effectively.

HBR’s 10 must reads on managing people. (2011).
Management’s most influential experts tackle topics of perennial concern to ambitious managers and leaders hungry for inspiration. Managers learn how to tailor their management styles to fit their people; motivate with more responsibility; support first-time managers; build trust by soliciting input; teach smart people how to learn from failure; and build high-performing teams.

High potential: How to spot, manage, and develop talented people at work. Ian D. MacRae (2014).
This book provides a practical framework for managers to create a strong, strategic vision for a high-performing, high-potential workforce. It presents an accessible guide to clearly understanding and defining potential, and how to manage high-potential employees and develop their career. Case studies show how organizations have used the concepts outlined in the book to nurture future talent in the workplace and gain a real advantage.

How women are transforming leadership. Mary Lou Decosterd (2013).
This book examines the stories of influential women throughout history to the present day in order to make the case that women continue to evolve leadership practices for the better. It reveals four skills that promote success and features tools and techniques for developing leadership acumen.
The ideal team player: How to recognize and cultivate the three essential virtues. Patrick Lencioni (2016).
Lencioni presents a practical framework and tools for identifying, hiring, and developing ideal team players.

Lead with purpose: Giving your organization a reason to believe in itself. John Baldoni (2012).
This book shows how to provide renewed focus and improved direction for an organization. In order to have committed employees willing to go the extra mile and work together towards a goal, they must know what their goal is. This book features practical steps a leader can take to instill a sense of purpose throughout the organization.

This book explores different models, concepts, and measures of the soft skills that are so necessary for effective leadership. Learn how to use the soft skills of communication, persuasion, political savvy, and emotional intelligence to inspire, motivate, and move followers toward the accomplishment of goals.

Good leaders become great by skillfully managing their own vulnerabilities. This book is a comprehensive guide to recognizing and acting on the weak points that can impair effectiveness, diminish results, and harm a career.

Most individuals who move into leadership positions experience the modern day version of trial by ordeal. It’s sink or swim. To reduce the learning curve and create a more effective process, this book describes a road map for leadership development, a series of four stages that expand personal competence as well as create a broader impact on the organization.

John Kotter’s eight-step process for managing change with positive results has become the foundation for leaders and organizations across the globe. By outlining the process every organization must go through to achieve its goals, and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work. This book serves as both visionary guide and practical toolkit on how to approach the difficult yet crucial work of leading change in any type of organization.
Leading when there’s too much change. Kristin Cullen-Lester (2016).
Change is nearly constant in many organizations today, often causing stress. Employees may be asked to deal with multiple initiatives at once, sometimes without knowing whether and how the changes will make their jobs easier or benefit the enterprise as a whole. How can leaders ensure that change is manageable and that employees do not feel overwhelmed and discouraged in the face of large (and small) transitions? This issue of TD at Work helps leaders prioritize change initiatives and support employees during times of transition.

This book explains how differences in religion, values, norms, and languages affect interactions. Livermore urges those who interact with people from other cultures to plan ahead for unfamiliar cultural settings but remain flexible if actual experience differs from expectations. He provides advice on how to successfully adapt your behavior to each situation.

Since employees who walk out the door cost their organizations up to 200 percent of their annual salaries to replace, retention is one of the most important issues facing workplaces today. This book offers twenty-six simple strategies, from A to Z, that managers can use to address their employees’ real concerns and keep them engaged.

How many people find a sense of purpose in their jobs? Unfortunately, studies show that most do not. Their bodies may put in long hours, but their hearts and minds never punch in. This upbeat, original book shows how meaning-rich workplaces connect, inspire, and catapult employees into new realms of productivity and well-being.

How can managers ensure that employees are empowered to do their best work? What actions can managers take today to influence culture change and develop people? What are the essential questions to ask when helping an employee? This book provides real-life examples about how exhibiting certain values influences culture change that can lead to results, and lists nine characteristics of a ground floor leader.
Management, Supervision, and Leadership – Select eBooks (continued)

This book examines how the different parts of managing people fit together, while acknowledging that different contexts require different approaches and recognizing ongoing organizational, environmental and legal changes that affect the employment framework. It recognizes the rapidly changing context in which modern front-line managers have to operate and acknowledges the increasing expectations of good leadership as a necessity. However, the book also emphasizes the need for front-line managers to understand themselves, their own management styles and attitudes, together with the importance of empathy in appreciating the perspectives of the staff that work for them.

**Modern Mentoring**. Randy Emelo (2015).
The author explains why all employees must be considered as potential mentors, making everyone both advisors and learners. This book offers a blueprint for success with a model that benefits more than the select few and steers clear of forcing connections between people. Emelo demonstrates that a culture in which people choose what they want to learn and whom they learn from, while increasing overall organizational intelligence, is completely within reach.

**Navigating an organizational crisis: When leadership matters most**. Harry Hutson (2016).
How are leaders facing a crisis supposed to handle and overcome an unknowable set of issues? This book demonstrates how effective leaders under pressure work from an understanding of the situation at hand and of their impact on others, and explains how leaders can best apply their internal strengths. It comprehensively addresses a universal and very important concern of leaders: ‘How will I respond in a crisis?’ This book identifies clear expectations for leadership performance in the immediate moments after an organizational shock and in the succeeding hours, days, and months. It highlights how a leader’s skills and willingness to create meaning through story is an essential capability in a crisis.

This book explains the importance of planning, dynamics, and strategies. It will help the reader understand the psychology, tactics, and behaviors of negotiation.

**New supervisor training**. Elaine Biech (2015).
Elaine Biech presents two-day, one-day, and half-day training workshops that help supervisors embrace their new roles and develop supervisory skills in five key areas: promoting communication, guiding the work, leading the workforce, coaching employee performance, and developing themselves.
No more pointless meetings: Breakthrough sessions that will revolutionize the way you work. Martin Murphy (2013).
The author recommends new collaboration models to make meetings highly effective and productive. He advocates reframing workflow management activities into four broad categories and separating the responsibility of facilitating a meeting from the task of contributing content to a meeting.

Not everyone gets a trophy: How to manage generation Y. Bruce Tulgan (2009).
This book provides advice for methods to encourage productivity and retention among young employees. The book provides best practices to give these employees the context they lack, teach them how to manage themselves and how to be managed, and to turn the very best into new leaders.

The now habit at work: Perform optimally, maintain focus, and ignite motivation in yourself and others. Neil A. Fiore (2010).
What if working harder, stressing more, and putting in more hours aren’t the secret to success? What if truly effective managers simply use more of their brain to make creative decisions, work in the zone, and live more fully in the process? This book gives readers the ability to focus on solving problems rather than seeing only obstacles.

This book discusses performance management issues for managers and supervisors. It explains how to navigate the performance management process; how to clarify performance expectations and set goals; and how to document performance and address issues. It covers writing an evaluation and conducting the evaluation meeting.

People who manage people face a number of challenges, from keeping workers engaged and performing at a high level to dealing with absenteeism and bad behavior in the workplace. The author offers a suite of practical tools for optimizing staff performance and dealing with a wide variety of ‘people issues.’ Avoiding all human resources jargon and complicated management theory, this straightforward how-to guide shows you practical everyday solutions to common problems.

PerformanceStat is a focused effort by public executives to exploit the power of purpose and motivation, responsibility and discretion, data and meetings, analysis and learning, feedback and follow-up, all to improve government’s performance.
Few thinkers have had a greater impact on business than Peter Drucker, the inventor of modern management, whose legacy continues to influence leaders around the globe. This book mines his vast body of work to pinpoint 40 applicable truths for solving real-world problems.

This book explores the cutting edge of change management, leadership development, organizational transformation, and society benefit. These concepts are explored through strengths-based approaches such as: appreciative inquiry, emotionally and socially intelligent leadership, positive organization development, and sustainable enterprises.

Practical supervision: How to become a supervisor for the helping professions. Penny Henderson (2014).
As a supervisor, how do you best support growth, learning, and improved practice? This book is designed to equip all those in the helping professions who are starting out in supervision with the theoretical, practical, and psychological base needed for effective practice.

This book is the executive guide to improving organizational performance through the practice of evidence-based leadership. With a simple methodology and a focus on practical results, this book can help you set a strategic direction that really does inspire organizational excellence; gain a true picture of your organization’s performance; and master the habits that help you lead a high-performance culture.

The psychology of human leadership: How to develop charisma and authority. Michael Paschen (2014).
The book seamlessly links fundamental insights and practical approaches to address the most important leadership problems and challenges. Each of the 11 chapters takes a close look at a specific leadership aspect and explains how to develop personal leadership qualities, such as charisma, the ability to motivate others, assertiveness, and how to overcome crises and conflicts to create new structures.
Quick meeting openers for busy managers: More than 50 icebreakers, energizers, and other creative activities that get results. Brian Cole Miller (2008).
This book provides tools, activities, and advice to create an open, energetic, and relaxed atmosphere in order to set the stage for obtaining serious results at meetings. It includes ways to perform introductions, group warm ups, generate lively dialogue, split attendees into work groups, and more.

The responsible administrator: An approach to ethics for the administrative role. Terry L. Cooper (2012).
This is a practical book on public sector ethics. It includes sections on understanding ethical decision making; ethics for individual administrators, and ethics in the organization.

Each of the seven disciplines is valuable on its own, but together they add up to more than a sum of their parts, and work synergistically to propel leaders to higher levels of effectiveness. From initiative, to planning, to community service, readers will gain insight into what separates the good from the great, and how organizations can nurture these qualities in their employees with leadership potential.

This practical guide introduces managers to a powerful new engagement and retention tool: the stay interview. Smart organizations have begun conducting these periodic reviews in order to discover why their important talent might leave and to solve any problems before they actually quit.

A team of leaders: Empowering every member to take ownership, demonstrate initiative, and deliver results. Paul Gustavson (2014).
Workplace teams are supposed to harness employees’ talents to tackle challenges. But the reality often falls short. This book shows readers how to design systems that nurture the leadership performance of every employee.

The truth doesn’t have to hurt: How to use criticism to strengthen relationships, improve performance, and promote change. Deborah Bright (2015).
Executives, managers, and team leaders will learn to deliver the truth and have it taken as helpful, to create an atmosphere of acceptance, and learn to avoid mistakes that sabotage an exchange. This book delivers proven techniques and tools for motivating people and triggering improvement, swiftly and painlessly.
Virtual leadership: Learning to lead differently. Ghislaine Caulat (2012). For at least two decades, people have been working together virtually, their interactions enabled and mediated by communication technology; based on years of research, this book summarizes what it takes to lead effectively in the virtual space.

What to ask the person in the mirror: Critical questions for becoming a more effective leader and reaching your potential. Robert S. Kaplan (2011). This book discusses how to learn to be a great leader. It explains vision and priorities; how to manage time; how to give and get feedback; succession planning and delegation; evaluation and alignment; and the leader as role model.

Management, Supervision, and Leadership – Select Websites

Harvard Business Review offers a series of webinars on a variety of management and leadership topics.

Community Tool Box includes information on leadership and management. Part E, chapters 13-16 for leadership, management, and group facilitation tips.

Leadership Now: The purpose of Leadership Now is to help build a community of leaders by developing people at all levels of society.

Nonprofit Organization Information: Links to valuable nonprofit resources are available from the Funding Information Center’s website.

SBDCNet: National Information Clearinghouse gives information on the development or maintenance of small businesses.

Workforce.com contains a lot of useful information and it is free to register. Once registered, you can choose to receive email alerts with current human resource and management information. Links to management blogs are also available. The Topics section covers benefits, compensation HR administration, legal, recruitment, staffing management, training, technology, and workplace culture.

Training – Select Audiobooks


Talk like TED: The 9 public speaking secrets of the world’s top minds. 300 min. 2006. (AC0039).
Training – Select Books

As we speak: How to make your point and have it stick. Peter Myers, 2011. (BF 637 M613a 2011).


**Training – Select Books (continued)**

**Presentation Zen design: Simple design principles and techniques to enhance your presentations.** Garr Reynolds, 2010. (HF 5718.22 R463p 2010).


**Telling ain’t training: Why training fails, what makes training successful, how you and your learners can achieve astonishing results, 2nd ed.** Harold D. Stolovitch, 2011. (HF 5549.5 T7 S875t 2011 RHB).


**Training from the back of the room: 65 ways to step aside and let them learn.** Sharon L. Bowman, 2009. (550 B787t 2009 ECI).

**Well said!: Presentations and conversations that get results.** Darlene Price, 2012. (HF 5718.22 P75 2012).

**Training – Select DVDs**

**Help, I have to give a speech.** 425 min. 2006. (DV1312).

**Winning presentations for make or break moments.** 23 min. 2014. (DV1282).
Training – Select eBooks

These titles and many more are available electronically. You may access them on a computer or mobile device. Use of these eBooks is restricted to employees of the Texas Health and Human Services agencies and their contractors. To view FAQs, Help Sheets, User Guides, and Tutorials, go to http://support.epnet.com/ebooks/. If you have any questions, please contact the library at library@dshs.texas.gov or call (512) 776-7559 or toll-free 1-888-963-7111 x7559.

This book sets out to identify the perfect blend of content mastery and audience insight. It presents the science for learning and development, but it also emphasizes that training success lies in knowing what to do when things don’t go as planned. Discover how top facilitators always put learners first, even when faced with exceptions to the rule - the unwilling learner, the uninformed supervisor, the inappropriate delivery medium, or the unmanageable performance challenge. And learn why you must understand people, not only content, to ensure consistently exceptional learning experiences.

Change management training. Elaine Beich (2016).
This book presents a complete lineup of workshop resources and tools needed to conduct effective change management training. Help managers understand their expanded role, practice new management techniques, and demystify the people side of change with innovative two-day, one-day, and half-day training workshops.

Facilitating with ease: Core skills for facilitators, team leaders and members, managers, consultants, and trainers, 3rd ed. Ingrid Bens (2012).
This book offers the basics of running productive meetings with confidence and includes the information needed to train others to become skilled facilitators as well. Filled with dozens of exercises, surveys, and checklists that can be used to transform anyone into an effective facilitator.

This book provides a structured approach to designing and delivering web workshops that replicate the engagement and interactivity of the classroom experience in a virtual setting. Topics covered include: preparation and content, capturing audience attention, creating and using interactive tools effectively, adult learning applications, writing objectives, and more.
This book is filled with easy-to-use tools and templates that answer all the questions trainers, course designers, and subject matter experts have about what it takes to develop training materials and how they can easily create the best training program in the shortest amount of time.

This book offers proven strategies for captivating your live online audience. With more than 50 activities ranging from openers and icebreakers to closers, instructional design experts present a framework for igniting online training programs, meetings, and webinars.

Kirkpatrick’s four levels of training evaluation. James D. Kirkpatrick (2016). 
This book describes the New World Kirkpatrick Model, a powerful training evaluation methodology that melds people with metrics. Readers will discover a comprehensive blueprint for implementing the model in a way that truly maximizes your organization’s results. Using these innovative concepts, principles, techniques, and case studies, you can better train people, improve the way you work, and, ultimately, help your organization meet its most crucial goals.

Complete with effective training methodologies, this book helps you accelerate learning and leverage technology for maximum efficiency. You’ll also find tools to assess leadership strengths and weaknesses. Half-day, full-day, and two-day workshop programs found in this volume make planning easy and can be tailored for the unique needs of your organization.

Manager’s guide to presentations. Lauren Hug (2014). 
Author Lauren Hug teaches readers how to speak with confidence, whether they are presenting to their employees, their bosses, or external stakeholders. This book walks readers through the process of planning and developing content, mastering their materials, and delivering a dynamic performance. The book includes interactive exercises and templates, so that readers can learn to embrace their signature speaking style and speak like a pro.
Performance coaching offers a guide to the fundamentals of coaching with an overview of all the key principles, tools, and case studies you need to develop more advanced knowledge. Using practical tools throughout and with case studies to illustrate the various cultural challenges coaches and managers can face, this book is a complete resource for developing coaching in any organization.

This book offers a structured approach to moving projects from conception to completion. You’ll discover how to maintain a clear focus on client goals no matter how many changes they request or how many people get involved. This book is an essential guide to building a project charter, creating a project schedule, and conducting a post-project review.

Learning transfer is the missing link in training. Using conventional approaches to training, an average of just 10-20% of learning makes it back into the workplace. This book provides tools to enable trainers, buyers of training, and L&D professionals to find ways to facilitate genuine behavioral change and accountability in the workplace.

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