ECI Library Matters

Management, Supervision and Leadership Resources (updated)

This issue features updated library resources on management, supervision, and leadership resources. Abstracts of journal articles on this ECI topic are also included. For a complete listing of library titles, go to www.texashealthlibrary.com/.

Library materials may be borrowed upon request. Email any ECI library requests or questions to avlibrary@dshs.texas.gov.

In This Issue

Selected Journal Abstracts

Early childhood providers' perceptions of effective professional development components: A qualitative study. Pfeiffer, D., Feuerstein, J., Herman, D., & Landa, R. (2022). *Infants & Young Children*, *35*(3), 248-263. https://doi.org/10.1097/IYC.0000000000000217

A research-to-practice gap exists between evidence-based practices (EBPs) and actual practices implemented with children with developmental disabilities (DD) in early childhood care and education (ECCE) settings. Many ECCE providers lack the training needed to support these children's learning. Ten center-based providers working in inclusive ECCE classrooms participated in the Early Achievements for Child Care Providers Professional Development (EA-CP PD) program to learn to deliver differentiated instruction to children with DD using EBPs. Post-PD focus groups assessed the training's impact on providers' perceptions of the PD program and implementation of the EA-CP instructional strategies. Results of qualitative analysis revealed providers' perceived benefit of job-embedded coaching to support their implementation of the instructional strategies and ability to enhance children's social–communication and language development. Providers desired greater involvement from ECCE directors. Implications are discussed for giving directors more explicit roles in providers' PD to support implementation and enhance child outcomes.

From the voices of supervisees: What is reflective supervision and how does it support their work? (Part I). Barron, C. C., Dayton, C. J., & Goletz, J. L. (2022). *Infant Mental Health Journal*, *43*(2), 207-225. https://doi.org/10.1002/imhj.21972

Reflective supervision/consultation (RS/C) is a relationship for learning that embraces reflection and reflective practice strategies. It is considered best practice within the infant and early childhood mental health (IECMH) field. Based on research with supervisors, essential components of RS/C have been operationalized and used to develop evaluative tools. Little is known, however, about the essential components that supervisees find most useful. This paper, part I of a two-part series, describes the essential components that supervisees identify as fundamental and ways they believe their work is supported by participation in RS/C. Fifty IECMH professionals located in the United States who received RS/C participated in focus groups or individual interviews. Data were analyzed using a Grounded Theory approach.

Essential components of RS/C from the supervisee perspective included supervisee feelings of safety, the development of trust, holding a non-judgmental stance, being available and present, and consistency and predictability. Additionally, supervisees identified outcomes of RS/C that included components of professional wellness, personal growth, and infant and family engagement. This study adds the supervisee's voice to the identification and operationalization of essential RS/C components and elucidates outcomes of RS/C that supervisees view as connected to their professional role.

From the voices of supervisees: A theoretical model of reflective supervision (Part II). Barron, C. C., Dayton, C. J., & Goletz, J. L. (2022). *Infant Mental Health Journal*, *43*(2), 226-241.
https://doi.org/10.1002/imhj.21975
Empirical study of reflective supervision/consultation (RS/C) has been gaining ground over the past decade. However, much of this literature is focused on the supervisor perspective of what RS/C is, what makes it effective, and how it impacts the work of the supervisee. This paper, Part II of a two-part series, presents a theoretical model of RS/C that was developed from the perspectives and experiences of supervisees who work with infants, young children, and families and participate in either group or individual RS/C. This qualitative study built upon themes that emerged from data obtained from 50 IECMH professionals in the United States who participated in focus groups or individual interviews aimed at investigating their experiences of RS/C. Data were analyzed using a Grounded Theory approach. A developmental and ecological theoretical model of RS/C emerged from the data that includes three domains of influence – individual, relational, and contextual – on the supervisee's capacity to understand and use their experience of RS/C in their work. These novel data contribute to our understanding of RS/C from the supervisee perspective. The theoretical model provides a framework from which to investigate outcomes, train supervisors and supervisees, and advocate for RS/C within agencies and programs.

"I'm new here": Leveraging responsibilities, relationships, and resources for new faculty leaders. Mitsch, M. K., Weglarz-Ward, J. M., & Branch, J. M. (2022). *Young Exceptional Children*, 109625062211113. https://doi.org/10.1177/10962506221111362

After graduating with her PhD in early intervention/early childhood special education (hereby shared as EI/ECSE), Mariah accepted an assistant professor position at a state university across the country. Mariah reflected on her past experiences as a paraprofessional, inclusion pre-K teacher, and doctoral student to inform her collaboration with colleagues and course development at her new university. She also questioned how her experiences, professional relationships, and university would contribute to her research. Mariah wanted to ensure that her passion for EI/ECSE teacher preparation around supporting social emotional development would continue to have a prominent role in her daily work. Mariah felt intimidated by how she would be received by local EI/ECSE leaders as the "new faculty in town" while trying to collaborate with these different key stakeholders. During orientation, she learned the child/adolescent development program, a prime pipeline program, was located in a different college than the EI/ECSE program. Mariah wondered, Who else at my university is invested in young children? Disability? Mariah realized that while she asked many questions at her on-campus interview for this position, she still had a list of unanswered questions. Yet, she was determined to learn who the players were, learn about their perspectives on collaboration, and see ways she could get involved. Mariah was determined to forge relationships and be viewed as a contributing and growing leader in her new environment that stemmed from an informed and integrated research agenda, ultimately promoting positive outcomes for young children, families, and professionals.

Selected Journal Table of Contents

Journal of Early Intervention. Volume 44, Issue 2; June 2022.

Introduction to the special issue: A new era for remote early intervention and assessment. p. 103-110. Buzhardt, J. & Meadan, H.

Remote delivery of services for young children with disabilities during the early stages of the COVID-19 pandemic in the United States. p. 110-129. Steed, E. A., Phan, N., Leech, N., & Charlifue-Smith. R.

Effects of BEST in CLASS–Web on teacher outcomes: A preliminary investigation. p. 130-150. Conroy, M. A., Sutherland, K. S., Granger, K. L., Marcoulides, K. M., Feil, E., Wright, J., Ramos, M., & Montesion, A.

Navigating virtual delivery of assessments for head start children during the COVID-19 pandemic. p. 151-167. Thomas, L. J .G., Lee, M. G., Todd, C. S., Lynch, K., Loeb, S., McConnell, S., & Carlis, L.

Remote use of Individual Growth and Development Indicators (IGDIs) for infants and toddlers. p. 168-189. Greenwood, C. R., Higgins, S., McKenna, M., Buzhardt, J., Walker, D., Ai, J., Irvin, D. W., & Grasley-Boy, N.

A parent-implemented shared reading intervention via telepractice. p. 190-210. Akemoglu, Y., Hinton, V., Laroue, D., & Jefferson, V.

Teacher-implemented parent coaching in inclusive preschool settings for children with autism. p.211. Siller, M., Pickard, K., Fuhrmeister, S., Kushner, E., Rudrabhatla, A., & Morgan, L.

Young Exceptional Children. Volume 25, Issue 2; June 2022.

Joint planning in Part C early intervention: Partnering around assessment. p. 63-73. Mickelson, A. M., McCorkle, L. S., & Hoffman, R.

Culturally responsive planning, instruction, and reflection for young children with significant disabilities. p. 74-87. Rivera, C. J., Haughney, K. L., Clark, K. A., & Werunga, R.

Easy as 1, 2, 3, ABC: Integrating number sense and shared storybook readings. p. 88-100. Green, K. B., & Towson, J. P.

Supporting AAC use for preschoolers with complex communication needs. p. 101-112. Sun, T., Bowles, R. P., Gerde, H. K., & Douglas, S. N.

From Article to Action: Opportunities for integrating math and shared storybook readings. p. 113. Catlett, C.

To receive full-text copies of journal articles listed in the Journal Table of Contents, please email the library staff: avlibrary@dshs.texas.gov.

New eBook

Early childhood leadership: Motivation, inspiration, empowerment.
Lynn R. Marotz, 2021.
This book addresses one of the most challenging workplace issues facing employers today—the ability to encourage employees' creativity, productivity, and long-term commitment to an organization. Studies consistently show that low employee morale and high turnover rates are common in early childhood programs and, in turn, affect the quality of services provided for children and families.

New Books

Employee retention and turnover: Why employees stay or leave.
Peter W. Horn, 2020. (HF5549.5.R58 H763 2020 ECI)
This book contextualizes the issue of turnover, its causes, and its consequences, before discussing underrepresented antecedents of turnover, key aspects of retention and methods for regulating turnover, and future research directions.

How to drive employee retention in the first 90 days. Doreen A. Lang, 2018. (HF 5549.5 L269 2018 ECI)
This book explains the reasons for out-of-control turnover, what kind of leader is necessary to conquer the problem, and how to implement a "tried and true" system that will engage your star employees even before they step foot through the door.

Leadership: Contexts and complexities in early childhood education.
Manjula Waniganayake, 2017. (LB 1139.3 W247 2017 ECI)
This book first provides an orientation to the various contextual dimensions of early childhood leadership. These chapters are focused on 'big picture' issues that give shape to early childhood leadership, and include discussion

of early childhood policy, legislative frameworks, quality standards, advocacy, governance, and pedagogy. Part two deals with the application of leadership within early childhood settings.

Leadership in early childhood: The pathway to professionalism.
Jillan Rodd, 2021. (LB 1139.3 R636 2021 ECI)
This is a practical resource for early childhood professionals who want to understand the role of leadership in early childhood settings. The author defines what leadership means in early childhood using terminology that practitioners can understand.

Radical candor: Be a kick-ass boss without losing your humanity.
Kim Scott, 2019. (HD 38.2 S425 2019 ECI)
This book is about caring personally and challenging directly, about soliciting criticism to improve your leadership and also providing guidance that helps others grow. It focuses on praise but doesn't shy away from criticism—to help you love your work and the people you work with.

Selected Audiovisuals

The 3rd alternative: Solving life's most difficult problems.
Audiobook on CD. 210 min. 2011. (AC0029)

Diversity in the workplace for managers and supervisors.
DVD. 14 min. 2018. (DV1370)

How to lead when you're not in charge: Leveraging influence when you lack authority. Audiobook on CD in MP3 format. 380 min. 2017. (AC0043)

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

Infection control in healthcare: Safe work practices. Streaming.
14 min. 2014.

Practical coach 2. DVD. 25 min. 2014. (DV0861)

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

Reflective supervision II: Video training series. DVD. 124 min. 2016. (DD0820)

The respectful supervisor: Integrity and inclusion. DVD. 13 min. 2015. (DV0944)

The respectful supervisor: Motivating and retaining employees. DVD. 11 min. 2015. (DV0945)

Servant leadership in action: How you can achieve great relationships and results. Audiobook on CD in MP3 format. 593 min. 2018. (AC0047)

Winning presentations for make or break moments. DVD. 23 min. 2014. (DV1282)

Selected Books

5 languages of appreciation in the workplace: Empowering organizations by encouraging people. Gary Chapman, 2019. (HF 5549.5 M63 C466 2019) Also available on audiobook. (AC0031)

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

Act like a leader: Think like a leader. Herminia Ibarra, 2015. (HD 57.7 I12 2015)

Ask a manager: How to navigate clueless colleagues, lunch-stealing bosses, and the rest of your life at work. Allison Green, 2018. (HF 5548.8 G795 2018)

Basic training for trainers. Jonathan Halls, 2016. (LC 5225 H193 2016)

Beyond behaviors: Using brain science and compassion to understand and solve children's behavioral challenges. Mona Delahooke, 2019. (LC 3969 D333 2019 ECI)

Big change, best path: Successfully managing organizational change with wisdom, analytics, and insight. Warren Parry, 2015. (HD 58.8 P265 2015 RHB)

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)

Build your dream team: How to recruit, train and retain early childhood staff. Thomas Bond, 2020. (LB 1775.6 B711 2020 ECI)
This title is also available as an ebook.

Building on whole leadership: Energizing and strengthening your early childhood program. Marie L. Masterson, 2019. (LB 1775.6 M423 2019 ECI) This title is also available as an ebook.

Change your questions, change your life: 12 Powerful tools for leadership, coaching, and life. Marilee G. Adams, 2015. (BF 637 C4 A215c 2015)

Coaching basics. Lisa Haneberg, 2016. (HF 5549.12 H237c 2016 RHB)

Committed teams: Three steps to inspiring passion and performance. Mario Moussa, 2016. (HD 66 M933c 2016 RHB)

The confidence code: The science and art of self-assurance what women should know. Katty Kay and Claire Shipman, 2014. (HD 6054 K39 2014 RHB)

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 Audiobook on CD. (CA0042)

Do big things: The simple steps teams can take to mobilize hearts and minds and make an epic impact. Craig W. Ross, 2017. (HD 66 R823 2017)

Effectively managing and leading human service organizations. Ralph Brody, 2014. (HV 41 B865e 2014)

Emotional judo: Communication skills to handle difficult conversations and boost emotional intelligence. Tim Higgs, 2018. (HM 1166 H637 2018)

The employee experience: How to attract talent, retain top performers and drive results. Tracy Maylett, 2017. (HF 5549.5 M469e 2017 RHB)

Engage: The trainer's guide to learning styles. Jeanine O'Neill-Blackwell, 2012. (LC 5225 O58 2012 RHB)

The enthusiastic employee: How companies profit by giving workers what they want. David Sirota, 2014. (HF 5549.5 M6 S621e 2014)

Evidence-based training methods: A guide for training professionals. Ruth Colvin Clark, 2015. (HF 5549.5 T7 C594 2015)

Facilitation skills training. Kimberly Devlin, 2017. (HF 5549.5 T7 D367 2017)

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. (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)

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

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

How do I keep my employees motivated: The practice of empathy-based management? George Langelett, 2014. (HF 5549.5 L274h 2014 RHB)

Innovating Lean Six Sigma: A strategic guide to deploying the world's most effective business improvement process. Kimberly Watson-Hemphill, 2016. (HD 62.15 W339i 2016)

Leaders don't command: Inspire growth, ingenuity, and collaboration. Jorge Cuervo, 2015. (HD 57.7 C965 2015)

Leadership and the one minute manager: Increasing effectiveness through situational leadership II. Kenneth H. Blanchard, 2013. (HD 57.7 B639 2013)

Leadership in action: How effective directors get things done, 2nd ed. Paula J. Bloom, 2014. (LB 1775.6 B665 2014 ECI)

Lean in: Women, work, and the will to lead. Sheryl Sandberg, 2013. (HD 6054 S263 2013 RHB)

Managing and leading people through organizational change: The theory and practice of sustaining change through people. Julie Hodges, 2016. (HD 58.8 H688 2016 RHB)

Managing the unexpected: Sustained performance in a complex world. Karl E. Weick, 2015. (HD 30.3 W416 2015)

Managing transitions: Making the most of change, 4th ed. William Bridges, 2016. (HD 58.8 B851 2016)

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

On the edge: The art of high impact leadership. Alison Levine, 2014. (HD 57.7 L48 2014 RHB)

Organizational ethics: A practical approach. Craig E. Johnson, 2016. (HF 5387 J66 2016 RHB)

The science of successful organizational change: How leaders set strategy, change behavior, and create an agile culture. Paul Gibbons, 2015. (HD 58.8 G441s 2015)

Smarter faster better: The transformative power of real productivity. Charles Duhigg, 2017. (BF 431 D871s 2017)

The talent manifesto: How disrupting people strategies maximizes business results. R. J. Heckman, 2019. (HF 5549.5 M3 H449 2019)

Training design and delivery: A guide for every trainer, training manager, and occasional trainer. Geri E. McArdle, 2015. (LC 5225 M115t 2015)

Twelve essential topics in early childhood: A year of professional development in staff meetings. Nancy P. Alexander, 2018. (LB 1775.6 AL374 2018)

Art and science of training. Elaine Beich, 2017.
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.

Build your dream team: How to recruit, train and retain early childhood staff. Thomas Bond, 2020.
This book will help you take the first step to creating your plan and will remain your right-hand guide as you hire, onboard, and nurture your new employees. Learn how to: master effective recruiting techniques, craft effective job posts, conduct data-based interviews, make job offers more attractive, onboard new employees to make them part of your team, think strategically to plan for growth, work with a diverse staff, and train staff for continual professional growth.

Building on whole leadership: Energizing and strengthening your early childhood program. Marie L. Masterson, 2019.
In a complex and changing landscape of scarce funding, high turnover rates, and differing views about priorities, the early childhood profession needs an anchor. This book, developed by the McCormick Center for Early Childhood Leadership, helps early childhood professionals inspire their staff's collaboration, creativity, and ethical commitment.

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 work- shops.

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.

Creating engaged employees: It's worth the investment. William Rothwell, 2014.
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.

Developing leaders for positive organizing: A 21st century repertoire for leading in extraordinary times. Rob Koonce, 2017.
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.

Developing a leadership pipeline. Annette M. Cremo, 2017.
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.

Distributed leadership: The dynamics of balancing leadership with followership. Neha Chatwani, 2018.
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 through emotional intelligence. 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.

First-time leader: Foundational tools for inspiring and enabling your new team. George B. Bradt and Gillian Davis, 2014.
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.

How women are transforming leadership: Four key traits powering success. 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 M. Lencioni, 2016.
Lencioni presents a practical framework and tools for identifying, hiring, and developing ideal team players.

Interact and engage! 50+ activities for virtual training, meetings, and webinars. Kassy LaBorie, 2015.
This book offers a framework for igniting online training programs, meetings, and webinars with activities ranging from openers, icebreakers to closers.

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.

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.

Leader interpersonal and influence skills: The soft skills of leadership. Ronald E. Riggio and Sheryelle J. Tan, 2018.
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.

Leadership blindspots: How successful leaders identify and overcome the weaknesses that matter. Robert B. Shaw, 2014.
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.

Leadership training. Lou Russell, 2015.
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.

Leading when there's too much change. Kristin Cullen-Lester, 2016.
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.

Leading with cultural intelligence: The real secret to success, 2nd ed.
David Livermore, 2015.
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.

Love'em or lose'em: Getting good people to stay, 5th ed. Beverly L.
Kaye, 2014.
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.

Make it matter: How managers can motivate by creating meaning.
Scott Mautz, 2015.
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.

Managing as a ground floor leader. Daniel J. Schwartz, 2016.
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.

Managing people: A practical guide for front-line managers, 4th ed. Rosemary Thomson, 2015.

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 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.

Manager vs. leader: Untying the Gordian knot. Robert M. Murphy, 2017.

This book works to differentiate the terms manager and leader. Providing both academic and practical organizational examples, it 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.

The manager's guide to presentations. Lauren Hug, 2014.

This book 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. It includes interactive exercises and templates, so that readers can learn to embrace their signature speaking style and speak like a pro.

Modern mentoring. Randy Emelo, 2015.

Emelo explains why all employees must be considered as potential mentors, making everyone both advisors and learners. The author 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.
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.

Negotiation book: Your definitive guide to successful negotiating,
2nd ed. Steve Gates, 2016.
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.

Positive leadership: Strategies for extraordinary performance.
Kim Cameron, 2012.
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 meaningfulness in work.

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.

Performance coaching: A complete guide to best practice coaching and training. Carol Wilson, 2014.

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.

PerformanceStat potential: A leadership strategy for producing results. Robert D. Behn, 2014.

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.

The practical Drucker: Applying the wisdom of the world's greatest management thinker. William A. Cohen, 2014.

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.

Practicing organization development: Leading transformation and change, 4th ed. William J. Rothwell, 2016.

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.

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.

Prove it: How to create a high-performance culture and measurable success. Stacey Barr, 2017.

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, it can help you set a strategic direction that inspires organizational excellence; gain a true picture of your organization's performance; and master the habits that help you lead a high-performance culture.

Reinforcements: How to get people to help you. Heidi Grant Halvorson, 2018.

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.

Seven disciplines of a leader. Jeff Wolf, 2015.

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.

The stay interview: A manager's guide to keeping the best and brightest.
Richard Finnegan, 2015.

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.

Turning learning into action: A proven methodology for effective transfer of learning. Emma Weber, 2014.

Learning transfer is the missing link in training. Using conventional approaches to training, an average of just 10-20 percent 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.

The unashamed guide to virtual management. Ben Bisbee, 2019.

Manage virtual teams for maximum results. Working remotely is a reality of today's and tomorrow's workforce. With organizations switching from a model of only on-site employees to on-site and virtual employees working globally, managers need guidance on how to address the traditional and not-so-traditional issues that occur when staff is not collocated. It provides that direction for topics such as onboarding new staff and delivering performance reviews as well as for the more offbeat issues like handling office romance and doing laundry on the job.

Why I don't work here anymore: A leader's guide to offset the financial and emotional costs of toxic employees. Mitchell Kusy, 2018.

Through the many case examples, evidence-based practices and templates, each chapter in this book singles out one main issue and how to resolve it with respect and clarity. This book presents concrete practices that will restore civility and respect into your organization as well as with increased performance.

<h1 style="text-align:center">Selected Websites</h1>

Community Tool Box offers practical, step-by-step guidance in community- building skills. See Part E, Chapters 13-16 for leadership, management, and group facilitation tips at ctb.ku.edu/en/table-of-contents.

Guide to Great Leadership in Early Childhood Education is a blog that highlights early childhood education leadership skills. Go to himama.com/blog/leadership-in-early-childhood-education/ more information.

Leadership Now helps build a community of leaders by developing people at all levels of society. Go to leadershipnow.com for more information.

National Association for the Education of Young Children (NAEYC) offers leadership information featuring articles . Go to naeyc.org/resources/topics/leadership for more information.

Whole Leadership: A Framework for Early Childhood Programs is offered by the McCormick Center of Early Childhood Leadership at National Louis University. For more information, please go to their website at mccormickcenter.nl.edu/library/whole-leadership-a-framework-for-early-childhood-programs/.

Useful Library Information

HHSC ECI Website   **Library Website**

ECI Library Matters   **Library Catalog**

Texas Department of State Health Services

ECI Library Services

Email: avlibrary@dshs.texas.gov

Phone: 512-776-7260

Toll-free: 1-888-963-7111 ext. 7260

Fax: 512-776-7474

Hours: Monday-Friday, 7:30 a.m.-5:00 p.m.

Physical Address: 1100 W. 49th St., Moreton Building, 6th Floor, Room M-652, Austin, TX 78756

Mailing Address: PO Box 149347, Mail Code 1955, Austin, TX 78714-9347