

# OBHR Reading List

## Spring 2006

This reading list was compiled for those who would like to increase their knowledge in the fields of Organizational Behavior, Human Resources, Organizational Development, Organizational Design, Training and Development, and allied fields. The first section includes books and articles recommended by BYU faculty, advisory board members, and alumni. The other sections of this document include reading lists compiled by other sources, as indicated in the titles.

### Recommended Books

- *Built to Last*, Jim Collins, Jerry I. Porras, 1994 336p.  
The results of a study of 18 exceptional and long-lasting companies sharing comparisons and conclusions about what made them successful.
- *The Fifth Discipline*. Peter M. Senge, 1994, 424p.  
A company's greatest competitive edge is to learn faster than its competitors. Senge discusses how to create a learning organization.
- *Good to Great*. Jim Collins, 2001, 320p.  
Discusses findings from research about great companies, and provides information on how mediocre companies can become great
- *Human Resource Champions*. Dave Ulrich, 1997, 281p.  
*Human Resource Champions* provides hands-on tools that show HR professionals how they can operate in the roles of strategic partner, administrative expert, employee champion, and change agent simultaneously. It offers specific recommendations for HR staff and line managers about how to establish a partnership to deliver value and make their organizations more competitive.
- *In Search of Excellence: Lessons from America's Best-Run Companies*. Robert Waterman and Thomas Peters. 1988
- *Organizing Genius*. Warren Bennis and Patricia Ward Biederman. 1998
- *Who Moved My Cheese?* Spencer Johnson and Kenneth Blanchard. 1998
- *Why the Bottom Line ISN'T*. Dave Ulrich and Norm Smallwood. 2003

### Other Books

- *The Answer to How is Yes*. Peter Block, 2001, 200p.  
Applies principles of service, responsibility, accountability, and meaning to our personal lives. It argues for a life where we choose accountability and demand more compelling purpose from our work.
- *The Balancing Act*. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, 1996, 471p.

- *Crucial Conversations*. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, 2002, 256p.  
Discusses important tools and behaviors to have more effective conversations when the stakes are high.
- *The Dance of Change*. Peter M. Senge, 1999 224p. Follows *The Fifth Discipline*.  
Discusses how business leaders can anticipate the challenges that come with change and how to build the personal and organizational capabilities to effectively deal with these challenges.
- *Designing Organizations for High Performance*. David P. Hanna, 1988, 198p.  
Discusses the Organization Performance Model with specific guidelines on directing change throughout an organization.
- *Discipline Without Punishment*. Dick Grote, 1995, 243p.  
Giving a problem employee a paid day off to think may seem a questionable tactic, but it's a key feature of this book's revolutionary "discipline without punishment" system. This guide retraces the traditional punitive approach to discipline with an affirmative one that makes employees personally responsible for their actions. It explores ways to build superior performance, and helps managers prepare and conduct better coaching sessions.
- *The Distance Manager*. Kimball Fisher, Mareen Duncan Fisher, 2000, 252p.  
Discusses how to effectively manage employees who work off-site or in the field.
- *First, Break All the Rules*. Marcus Buckingham, Curt Coffman, 1999, 255p.  
The manager is what attracts and retains great employees. From an extensive Gallup study, authors discuss what it takes to be a great manager.
- *Flawless Consulting*. Peter Block, 1999, 2ed., 400p.  
An exceptional guide to principles to follow in consulting, whatever type of role you may choose to accept.
- *The Functions of the Executive*. Chester Barnard and Kenneth Richmond Andrews. 2005
- *HR Scorecard*. Brian Becker, Mark Huselid, and David Ulrich, 2001, 235p.  
*HR Scorecard* discusses organizational effectiveness, human capital, and ways to evaluate organizational development. The book outlines “a powerful measurement system that highlights the indisputable role HR can play as both a prime source of sustainable competitive advantage and a key driver of value creation. They draw from an ongoing study of nearly 3,000 firms to outline a seven-step process they call an **HR Scorecard**, specifically designed to embed human resources systems within a firm's overall strategy and manage the HR architecture as a strategic asset” (Amazon.com).
- *The Knowing Doing Gap*. Jeffrey Pfeffer and Robert Sutton. 2000
- *Leadership for the Ages*. David P. Hanna, 2001, 320p.  
Provides insight into moving beyond the role of a supervisor to a great leader, including methods to develop greater character and competence in leadership.

- *Leading Strategic Change.* J. Steward Black, Hal B. Gregersen, 2002, 224p.
- *Management in Small Doses.* Russell Lincoln Ackoff, 1989.
- *Order out of Chaos.* Gino Gianoli, 2003, 324p.
- *Out of the Crisis.* W. Edwards Deming, 2000, 507p.  
Deming offers a theory of management based on his famous *14 Points for Management*. He explains the principles of management transformation and how to apply them.
- *Primal Leadership.* Daniel Goleman, Annie McKee, Richard E. Boyatzis, 2002, 352p.  
Explores the role of emotional intelligence in leadership
- *Principle-Centered Leadership.* Stephen R. Covey, 1992, 336p.  
Discusses how to handle the stresses and pressures of life and constant change by recognizing the principle-centered core within ourselves and organizations.
- *Punished by Rewards.* Alfie Kohn, 1999, 416p.  
Discusses how incentives and rewards actually work negatively in the long-run. Provides practical strategies to use instead.
- *Spiritual Roots of Human Relations.* Stephen Covey. 1993
- *When Corporations Rule the World.* David C. Korten, 2001, 385p.
- *Working Toward Zion.* James Lucas, Warner Woodworth. 1999

### **Suggested Articles**

- “Capitalizing on Capabilities”. Dave Ulrich and Norm Smallwood, *Harvard Business Review*; June 2004, Vol. 82 Issue 6, p119, 8p.  
The authors argue that assets like leadership, talent and speed are what produce market value. They show how a capabilities audit can show companies how they measure up and how to build on their intangible strengths.
- “A New Mandate for Human Resources”. Dave Ulrich, *Harvard Business Review*; Jan/Feb 1998, Vol. 76 Issue 1, p124, 11p.  
The author believes human resource (HR) management can help deliver organizational excellence in the following four ways: 1) HR should become a partner with senior and line managers in strategy execution 2) HR should become expert in the way work is organized and executed 3) HR should become a champion for employees, and 4) HR should become an agent of continuous transformation. The author observes that companies today face five critical business challenges: globalization, profitability through growth, technology, intellectual capital, and change. Successful organizations will be those that are able to quickly turn strategy into action, manage processes intelligently and efficiently, maximize employee contribution and commitment, and create the conditions for seamless change. The article contains the change model used by HR staff at General Electric (GE) to guide a transformation process. Five ways senior operating managers can create an atmosphere in which HR is focused on outcomes instead of activities are: Communicate to the organization that the ‘soft stuff’ matters; Explicitly define the

deliverables from HR; Hold HR accountable for results; Upgrade HR professionals; and Invest in innovative HR practices.

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## Books Recommended by Bank of America

Foundational Knowledge:

### **Talent Management:**

- *The War for Talent*. Ed Michaels. 2001
- *Muscle Build the Organization*. (HBR article). Andrall Pearson. 1988

### **Performance Analysis:**

- *Performance Consulting*. Dana G. Robinson and James C. Robinson. 1996

### **Learning/ISD:**

- *\*\*Telling Ain't Training*. Harold Stolovitch. 2002

### **Leadership Coaching**

- *Successful Executives Handbook*. Personnel Decisions Int'l. 1999

### **Personal Processes**

- *\*\*Human Resource Champions*. Dave Ulrich. 1997

### **Facilitation/Meetings Management**

- *How to Make Meetings Work*. Michael Doyle. 1997

### **Change Management**

- *Master Change, Maximize Success*. Jeanenne LaMarsh. 2004

Supplemental Sources:

### **Talent Management**

- *The Leadership Pipeline: How to Build the Leadership Powered Company*. Charan, Drotter, Noel. 2000
- *Now, Discover Your Strengths*. Marcus Buckingham. 2001
- *The Leadership Machine: Architecture to Develop Leaders for Any Future*. Eichinger and Lombardo. 2000
- *FYI—For Your Improvement*. Eichinger, Lombardo, Raymond. 2001

### **Analytics/Data Analysis**

- *Statistical Rules of Thumb*. Van Belle. 2002
- *Quantitative Methods in Project Management*. Goodpasture. 2003
- *MS Excel Data Analysis and Business Modeling*. Winston. 2004
- *Statistics for Six Sigma Made Easy*. Brussee. 2004

### **Organization Design/Strategy Development**

- *Leading at the Edge of Chaos*. Daryl R. Connor. 1998
- *Managing at the Speed of Change*. Daryl R. Connor. 1993
- *Designing Dynamic Organizations*. Jay R. Galbraith. 2001
- *Organizing for the Future*. Jay R. Galbraith. 1993

- *Competing by Design*. David A. Nadler and Michael L. Tushman. 1997
- *Organization Development: A Data-Driven Approach to Organizational Change*. Janine Waclawski and Allen H. Church. 2001

### **Facilitation/Meeting Management**

- *The Skilled Facilitator*. Roger Swartz. 1994
- *Facilitators' Guide to Participatory Decision-Making*. Sam Kaner, Lenny Lind, Catherine Toldi, Sarah Fisk, Duane Berger. 1996

### **HR Processes**

- *100 Things You Need to Know: Best People Practices for Managers and HR*. Robert W. Eichinger. 2004
- *The HR Scorecard: Linking People, Strategy, and Performance*. Becker, Huselid, Ulrich. 2001

### **Learning/Instructional Design**

- *Competence at Work: Models for Superior Performance*. Signe M. Spencer and Kyle M. Spencer. 1993
- *The New Mager Six-Pack*. Robert F. Mager. 1997
- *Evaluating Training Programs*. Donald L. Kirkpatrick. 1998
- *Beyond the Podium, Delivering Training & Performance to a Digital World*. Allison Rossett and Kendra Sheldon. 2001
- *The Adult Learner: The Definitive Classic in Adult Education and HR Development*. Knowles, Swanson, and Holton. 1998

### **Leadership Coaching**

- *Leadership Engine*. Noel M. Tichy. 2002
- *Why CEOs Fail*. Dotlich and Cairo. 2003
- *Executive Coaching*. Fitzgerald and Berger. 2002

### **Performance Analysis Consulting**

- *Moving from Training to Performance: A Practical Guidebook*. Dana G. Robinson and James C. Robinson. 1998
- *Performance Basics*. Willmore. 2004
- *Analyzing Performance Problems*. Mager and Pipe. 1997
- *\*\*Leading Change*. John Kotter. 1996
- *Figuring Things Out*. Ron Zemke. 1982
- *The Performance Consulting Toolbox*. Carolyn Nilson. 1999
- *First Things Fast*. Allison Rossett. 1998
- *Strategic Business Partner: Aligning People Strategies with Business Goals*. J. Robinson.
- *Beyond Training & Development*. Rothwell. 2004
- *Improving Performance: How to manage white space on the organization chart*. Rummeler and Brache. 1995
- *Return on Investment in Training & Performance Improvement Programs*. Phillips. 2003
- *Building a New Performance Vision*. LaBonte. 2001

### **Consulting**

- *Consulting on the Inside: An Internal Consultant's Guide to Living and Working Inside an Organization.* B. Scott.
- *Influence Without Authority.* Allen R. Cohen. 1991
- *Flawless Consulting.* Peter Block. 1999
- *\*Organizational Consulting.* Peter Block. 1999
- *The Complete Guide to Consulting Contracts.* Holtz. 1997
- *The Consultant's Tool Kit.* M. Silberman. 2001
- *Lean Six Sigma for Service.* M. George. 2003
- *Strategic Innovation: Embedding Innovation as a core competency in organizations.* Snyder and Duarter.

### **Business Acumen**

- Review quarterly and annual business reports
- *PM 101 According to the Olde Curmudgeon: An Introduction to the Basic Concepts of Modern Project Management.* Francis M. Webster Jr. 2000
- *Global Literacies: Lessons on Business Leadership and National Cultures.* Robert H. Rosen. 2000
- *Systems Thinking: Managing Chaos & Complexity – A Platform for Designing Business Architecture.* Jamshid Gharajedaghi. 1999

### **Change Management**

- *\*Managing at the Speed of Change.* Daryl R. Connor. 1993
- *Managing Transitions: Making the Best of Change.* William Bridges. 2003
- *The Art of Long View.* Peter Schwartz. 1996

### **SHRM books (<http://www.shrm.org/books/>):**

- *Building Profit Through Building People.* Ken Carrig and Patrick Wright. 2006
- *Essentials of Negotiation.* Series content advisor: Wendy Bliss. 2005
- *Essentials of Managing Change and Transition.* Series content advisor: Wendy Bliss. 2005
- *Proving the Value of HR.* Jack J. Phillips and Patricia Pulliam Phillips. 2005
- *Future of HR Management.* Ed by Mike Losey, Sue Meisinger, and Dave Ulrich. 2005
- *Managing Employee Retention.* Jack J. Phillips and Adele O. Connell. 2003
- *Retaining Your Best Employees.* Ed by Patricia Pulliam Phillips. 2002
- *Manager of Choice.* Nancy S. Ahlrichs. 2002

### **Organizational Development Institute books (<http://hometown.aol.com/odinst/books.htm>):**

- *What is New in Organization Development.* Beer

### **American Society for Training and Development books ([http://www.astd.org/astd/Publications/books/astd\\_press\\_books](http://www.astd.org/astd/Publications/books/astd_press_books)):**

- *Telling Ain't Training*. Harold D. Stolovitch. 2002
  - *Training Ain't Performance*. Harold D. Stolovitch. 2004
  - *ASTD Competency Study: Mapping the Future*. Paul R. Bernthal et al. 2004
  - *Beyond Telling Ain't Training Fieldbook*. Harold D. Stolovitch and Erica J. Keeps. 2005
  - *Leadership Training*. Lou Russell. 2003
  - *Thiagis Interactive Lectures*. Sivasailam "Thiagi" Thiagarajan. 2005
  - *2005 Team and Organization Development Sourcebook*. Mel Silberman, Editor and Patricia Philips, Assistant Editor. 2005
  - *Communication Skills Training*. Maureen Orey and Jenni Prisk. 2004
  - *Facilitation Basics*. Donald V. McCain and Deborah Tobey. 2004
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## Eric Hansen's Suggested Reading List

### **Market Strategy Development and Articulation**

- *Corporate-Level Strategy*. Goold et al. 1994
- *On Competition* (especially Ch 2). Porter. 1998
- *Value Migration*. Slywotzky. 1996
- *The Profit Zone*. Slywotzky
- *The Art of Profitability* (deeper explanation of The Profit Zone). Slywotzky. 2002
- *The Innovators Dilemma*. Christensen. 1997
- *The Innovators Solution*. Christensen. 2003

### **Organization Strategy**

- *\*\*Built to Last*. Jim Collins. 1994
- *\*\*Good to Great*. Jim Collins. 2001

### **Alignment and Configuration**

Many of the Market Strategy books bleed into these areas and your economics, finance, and operations classes will help tremendously.

- *Strategy Maps: Converting Intangible Assets Into Tangible Outcomes* (has a solid principle base). Kaplan and Norton. 2004
  - *A Theory of the Firm: Governance, Residual Claims, and Organizational Forms*. Jensen. 2000
  - *Foundations of Organizational Strategy*. Jensen. 1998
- The last two are dense readings. Michael Jensen has some shorter articles to read as well. His class materials can be accessed online at HBR.com

### **Design**

- *Designing Effective Organizations*. Pasmore
- *Competing by Design: The Power of Organizational Design*. Nadler. 1997
- *Designing Organizations: An Executive Guide to Strategy, Structure, and Process*. Galbraith. 2002
- *Designing Organizations for High Performance*. Hanna. 1998
- *The Human Side of Enterprise*. McGregor. 1985
- *Work Redesign*. Hackman. 1980
- *The Fifth Discipline* (systems thinking). Senge. 1994

### **Continuous Improvement**

- *Out of the Crisis*. Deming. 1982
- *The Goal: A Process of Ongoing Improvement*. Goldratt. 1992
- *Kaizen and Gemba Kaizen*. Masaaki. 1997
- Any book on *Six Sigma* just to become familiar with the concepts and tools—most books on this subject discuss similar concepts, but vary in depth re: statistics and design of experiments

#### **Intra/Inter Personal and Team**

- *The Seven Habits of Highly Effective People*. Covey. 1990
- *The Wisdom of Teams*. Katzenbach. 1994
- *Teamwork and When Teams Work Best*. Larson and LaFasto. 2001
- *Emotional Intelligence*. Goleman. 1997
- *Overcoming Organizational Defenses & Knowledge for Action*. Argyris. 1990
- *Working Together*. Isachsen and Berens. 1995

#### **Change and Transition Management**

- *The Dance of Change*. Senge. 1999
  - *Leading Change*. Kotter. 1996
- Managing Transitions: Making the Most of Change*. Bridges. 1991