

Reading Material

My hack was created as part of my Massey University MBA Leadership & People assignment. Listed below are the materials that I have read and scanned in relation to the areas of my hack to see to provide analysis of recent literature around my ideas and concepts; a requirement of my assignment.

The materials are categorised into the key components of the First-Time CEO programme that I have proposed and then those that are otherwise related to leadership, talent management or high performing organisations in some way.

Personal Assessment:

- Drew, G. (2009). A "360" degree view for individual leadership development. [Article]. *Journal of Management Development*, 28(7), 581-592.
- Shipper, F. (2010). A LONG-TERM STUDY OF THE IMPACT OF A 360 FEEDBACK PROCESS ON SELF-OTHERS' AGREEMENT AND PERFORMANCE. [Article]. *Academy of Management Annual Meeting Proceedings*, 1-6.
- Barsh, J., Mogelof, J., & Webb, C. (2010). How centered leaders achieve extraordinary results. [Article]. *McKinsey Quarterly*(4), 78-88.

Essential Skills:

- Bennis, W. G. (2009). *Avoiding the Mistakes That Plague New Leaders* (Vol. 14, pp. 3-5): Harvard Business School Publication Corp.
- Dean, D., & Webb, C. (2011). Recovering from information overload. [Article]. *McKinsey Quarterly*(1), 80-88.
- Hollowell, E. M. (2005). Overloaded Circuits: Why Smart People Underperform. [Article]. *Harvard Business Review*, 83(1), 54-62.
- Battilana, J., Gilmartin, M., Sengul, M., Pache, A.-C., & Alexander, J. A. (2010). Leadership competencies for implementing planned organizational change. [Article]. *Leadership Quarterly*, 21(3), 422-438.
- Maciariello, J. (2007). Effective Leaders. [Article]. *Leadership Excellence*, 24(1), 20-20.
- Vinod, S., & Sudhakar, B. (2011). Servant Leadership: A Unique Art of Leadership! [Article]. *Interdisciplinary Journal of Contemporary Research in Business*, 2(11), 456-467.
- Boseman, G. (2008). Effective Leadership in a Changing World. [Article]. *Journal of Financial Service Professionals*, 62(3), 36-38.
- Immediato, C. S. (2006). Managing Your Time as a Leader. [Article]. *Reflections*, 7(4), 1-16.
- The materials listed below under 'Executive Mentoring'.

High Performing Organisational Theory

- Roberts, K., Pratt, M., Weymes, E., & Gilson, C. (1998). Peak Performing Organisations. [Article]. *Long Range Planning*, 31(6), 894-899.
- Roberts, K., Pratt, M., Weymes, E., & Gilson, C. (2000). *Peak Performance*. Harper Collins, London.
- Reichard, R. J., & Johnson, S. K. (2011). Leader self-development as organizational strategy. *The Leadership Quarterly*, 22(1), 33-42.
- Scott, W. M., & Walton, D. A. (2010). Maximizing Case Efficiency: Lessons Learned From Lean - Process Management Philosophy Utilized In Automotive Manufacturing. [Article]. *FDCC Quarterly*, 61(1), 2-16.
- Internal Marketing readings, listed in the attachment: 'Report - Internal Marketing'.

- Goldratt, Eliyahu M.; Jeff Cox. (1984). *The Goal: A Process of Ongoing Improvement*. Great Barrington, MA.: North River Press.

Executive Mentoring

- Hicks, R., & McCracken, J. (2010). Three Hats of a Leader: Coaching, Mentoring and Teaching. [Article]. *Physician Executive*, 36(6), 68-70.
- Zachary, L. J., & Fischler, L. A. (2010). Those Who Lead, Mentor. [Article]. *T+D*, 64(3), 52-57.
- Hall, L. (2011). Leaders 'largely ineffective' as coaches: DDI. [Article]. *Coaching at Work*, 6(4), 10-10.
- Boyatzis, R. E., Smith, M. L., & Blaize, N. (2006). Developing Sustainable Leaders Through Coaching and Compassion. [Article]. *Academy of Management Learning & Education*, 5(1), 8-24.
- Emelo, R. (2011). *Conversations With Mentoring Leaders* (Vol. 65, pp. 32-37): American Society for Training & Development.

Other:

- O'Connor, P. M. G., & Day, D. V. (2002). Tapping Your Organization's Leadership Reserve. [Article]. *Leadership in Action*, 22(1), 3-7.
- Bower, J. L. (2007). Solve the Succession Crisis by Growing Inside-Outside Leaders. [Article]. *Harvard Business Review*, 85(11), 90-96.
- McShane, S., Olekalns, M., Travaglione, T. (2010) *Organisational Behaviour on the Pacific Rim*. McGraw-Hill, Australia. 3rd edition.
- Berke, D., Kossler, M. E., & Wakefield, M. (2009). Building talent: Developing effective leaders is as crucial as ever. [Article]. *Leadership in Action*, 29(1), 3-7.
- LaClair, J. A., & Rao, R. P. (2002). Helping employees embrace change. [Article]. *McKinsey Quarterly*(4), 17-20.
- Battilana, J., Gilmartin, M., Sengul, M., Pache, A.-C., & Alexander, J. A. (2010). Leadership competencies for implementing planned organizational change. [Article]. *Leadership Quarterly*, 21(3), 422-438.
- Spencer, J. L., Thies, P. K., Nadler, M. B., & Wagner, D. B. (2002). The first 100 days for a new CEO. [Article]. *Directors & Boards*, 26(2), 31-35.
- Nonaka, I., & Takeuchi, H. (2011). The Wise Leader. [Article]. *Harvard Business Review*, 89(5), 58-67.
- Bolmeijer, M. (2007). CEO transitions: Planning your first 100 days. [Article]. *Leader to Leader*, 2007(43), 50-55.
- Day, D. V., & Sin, H.-P. (2011). Longitudinal tests of an integrative model of leader development: Charting and understanding developmental trajectories. [Article]. *Leadership Quarterly*, 22(3), 545-560.
- Mouriño-Ruiz, E. L. (2010). Leader-Member Exchange (LMX) The Impact of Leader-Employee Relationships in the 21st Century Workplace. [Article]. *Business Journal of Hispanic Research*, 4(1), 35-42.
- W. Chan Kim and Renee Mauborgne (2005). *Blue Ocean Strategy*