

Educational Leaders
**PERSONAL MASTERY
TOOL KIT**

A wealth of professional learning resources; books, articles, videos and more
Organized for easy access around the SKILLS leaders need to thrive in challenging times

Building Culture, Time Management, Conflict Resolution, Building Relationships

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Unit 1: Goal Setting

Description

Unit description text.

Resources

Books

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| 1 | <p><u>Goal Setting: The Ultimate Guide To Achieving Goals That Truly Excite You</u>
<i>Thibaut Meurisse</i>
Most goal setting books focus solely on creating goals and forget to consider psychological factors like procrastination or self-sabotage. However, these mental blocks are the primary reasons that we fail to achieve our goals. This book takes these mental blocks into account, which makes it far more effective than other books on the subject.</p> |
| 2 | <p><u>Goal Setting: 10 Easy Steps To Keep Motivated & Master Your Personal Goals</u>
<i>Matt Morris</i>
Published in 2014 – this book is as good as any as a guide to goal setting.</p> |
| 3 | <p><u>First Things First</u>
<i>Stephen R. Covey and A. Roger Merrill</i>
First Things First can help you understand why so often our first things aren't first. Rather than offering you another clock, First Things First provides you with a compass, because where you're headed is more important than how fast you're going.</p> |
| 4 | <p><u>Life Purpose Playbook: The Ultimate Guide To Goal Setting And Daily Planning</u>
<i>Judy Machado-Duque</i>
This Playbook is a workbook & productivity planner and was created for the person who is ready to break free of procrastination and take their life to the next level through a visually stunning & empowering strategic planning system.</p> |
| 5 | <p><u>Goal Setting 101: The little book that can change your life</u>
<i>Ryan Daily</i>
Whether you are veteran goal-setter or a complete neophyte, Goal Setting 101 will walk you through the entire process of goal setting, step-by-step.</p> |

Articles	
1	<p><u>Golden Rules of Goal Setting: Five Rules to Set Yourself Up for Success</u> <i>MindTools: Essential Skills for an Excellent Career</i> Here are our five golden rules of goal setting, presented in an article, a video and an infographic.</p>
2	<p><u>3 Things You Need To Achieve Your Goals</u> <i>Ceyhun Yakup Özkardes</i> A very short article – with good ideas.</p>
3	<p><u>How Goal Setting Can Make You A Happier Person</u> <i>Psychology Today</i> There has been a lot of research in positive psychology on the benefits of goal setting to help maintain a happier and healthier life. Being happy takes a lot of practice and a lot of work, and goal setting is one part of the equation.</p>
4	<p><u>Goal Setting: A Scientific Guide to Setting and Achieving Goals</u> <i>James Clear</i> Whether you're setting personal goals or professional goals, this guide will explain everything you need to know. You can click the links at the end of the article to jump to a particular section or simply scroll down to read everything. At the end of this page, you'll find a complete list of all the articles James Clear has written on goal setting.</p>
Videos	
1	<p><u>How NOT to Set Goals (Why S.M.A.R.T. goals are lame)</u> (12:32) <i>Brendon Burchard</i> Are S.M.A.R.T. goals ruining people's lives? Is there a better way to think about our dreams and goals than to make them so "smart" - specific, measurable, attainable, realistic, time-bound? In this episode of The Charged Life, high performance coach and motivational legend Brendon Burchard shares how to dream big and be bold again.</p>
2	<p><u>Explaining How To Set SMART Goals</u> (7:13) <i>Curriculum Wadhvani</i> A brief, simple but very clear explanation of how to set SMART goals.</p>
3	<p><u>How To Set Goals: The Ultimate Step-By-Step Goal Setting Workshop</u> (30:34) <i>Project Life Mastery</i> A more detailed workshop type presentation – that gets into some specific strategies.</p>
4	<p><u>Goal Setting and Goal Planning</u> (4:43) <i>Kevin Montoya</i></p>

	A “doodle presentation” quick walk through of some tips and advice on basic goal setting and planning.
5	<p><u>If you want to achieve your goals, don't focus on them</u> (10:40)</p> <p><i>Reggie Rivers at Tedx Talks</i></p> <p>Former Denver Broncos running back Reggie Rivers discusses how focusing on your goals is the one sure way NOT to achieve them. With humor and insight he goes on to explain how focusing on your behaviors is how you achieve goals.</p>

Unit 2: Decision Making

Description

Unit description text.

Resources

Books

1	<p><u>Decision making: Say No to Say Yes: Don't let your mouth overload your back!</u> <i>Laeticia L.</i> Always saying Yes to everything and you don't know why? This book will help you to discover the true Power of Saying No and what it implies in your Life!!</p>
2	<p><u>Smart Choices: A Practical Guide to Making Better Decisions</u> <i>John S. Hammond, Ralph L. Keeney, and Howard Raiffa</i> In Smart Choices, John Hammond, Ralph Keeney, and Howard Raiffa—experts with over 100 years of experience resolving complex decision problems—offer a proven, straightforward, and flexible roadmap for making better and more impactful decisions, and offer the tools to achieve your goals in every aspect of your life.</p>
3	<p><u>Decision Making: Made Easy: Your 3 Options In EVERY Situation (Problem Solving Skills, Confidence Building, Making Choices)</u> <i>Alexa Ray</i> The author says; After discovering that each and every situation we experience boiled down to these three choices, decision making was no longer my enemy. There are THREE options you have in every situation. This short book – outlines approaches to those three options.</p>
4	<p><u>Problem Solving Strategies - Decision Making and Problem Solving: Art of Problem Solving</u> <i>Justin Albert</i> This book teaches the reader how to identify his problems. (Know that this is NOT as easy as it seems. Generally, the “problem at hand” is not the problem at the root.) It teaches the reader to utilize both the left and the right brain, to create strategic life hacks, and to engage in Self Hypnosis to effectively initiate creative solutions.</p>

	Furthermore, this book walks the reader through step-by-step problem solving solutions to classic relationship-based problems.
5	<p><u>Creative Problem Solving Techniques To Change Your Life</u> <i>Colin G Smith</i></p> <p>Now you can change your life with this creative thinking techniques guide. Discover simple and straight-forward ideas, methods and techniques that will enhance your creative thinking skills so that you can enjoy problem solving life's challenges.</p>
Articles	
1	<p><u>Who Has the D?: How Clear Decision Roles Enhance Organizational Performance</u> <i>Paul Rogers and Marcia W. Blenko, Harvard Business Review</i></p> <p>This is an excellent article and can be summarized: "Even in companies respected for their decisiveness, however, there can be ambiguity over who is accountable for which decisions. As a result, the entire decision-making process can stall, usually at one of four bottlenecks: global versus local, center versus business unit, function versus function, and inside versus outside partners."</p>
2	<p><u>Management Is Much More Than a Science</u> <i>Roger L. Martin and Tony Golsby-Smith, Harvard Business Review</i></p> <p>Is it true that management is a science? And is it right to equate intellectual rigor with data analysis? If the answers to those questions are no and no—the authors suggest in the following pages—managers should arrive at their decisions? They'll set out an alternative approach for strategy making and innovation—one that relies less on data analysis and more on imagination, experimentation, and communication.</p>
3	<p><u>Decision Making: Factors that Influence Decision Making, Heuristics Used, and Decision Outcomes</u> <i>Cindy Dietrich</i></p> <p>This article is about understanding how people arrive at their choices is an area of cognitive psychology that has received attention. Theories have been generated to explain how people make decisions, and what types of factors influence decision making in the present and future. In addition, heuristics have been researched to understand the decision making process.</p>
4	<p><u>The Art of Making a Good Decision</u> <i>The Gifted Resource Center of New England</i></p> <p>An interesting article about the challenges we face because today, we have far too many choices in our lives.</p>
5	<p><u>Prioritize Your Opportunities with This Checklist</u> <i>Doug Andrew</i></p> <p>This article provides a fast and effective way to evaluate the vast array of day-to-day opportunities that leaders need to be able to make effective, efficient decisions about.</p>
Videos	
1	<u>The Way To Solve A Problem And Making A Correct Decision</u> (4:57)

	<p><i>PowToon</i></p> <p>This short video provides a great overview of essential steps to effective decision-making. This would be a great tool to use with teams to look at decision making processes in your department or organization.</p>
2	<p><u>Decision Making – How to Make Big Decisions</u> (12:47)</p> <p><i>Evan Carmichael</i></p> <p>An alternative approach – instead of making lists of pros and cons, this video suggests looking at your heart – your beliefs and values. It provides a different approach.</p>
3	<p><u>Moment of Truth – Business Ethics and Better Decision Making</u> (3:23)</p> <p>A short but interesting approach to introducing ethics to better decision-making.</p>
4	<p><u>Game Theory – The Science of Decision Making</u> (9:49)</p> <p>This is a fascinating video that explains Game Theory and how it can be used for decision-making.</p>

Unit 3: Building Organizational Culture

Description

Unit description text.

Resources

Books

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| 1 | <p><u>Organizational Culture and Leadership</u>
<i>Edgar H. Schein and Peter Schein</i>
Organizational Culture and Leadership is the classic reference for managers and students seeking a deeper understanding of the inter-relationship of organizational culture dynamics and leadership. Author Edgar Schein is the 'father' of organizational culture, world-renowned for his expertise and research in the field.</p> |
| 2 | <p><u>No-Drama Leadership: How Enlightened Leaders Transform Culture in the Workplace</u>
<i>Marlene Chism</i>
Marlene Chism's No-Drama Leadership introduces a model the corporate world needs. Using case studies, checklists, and examples from various levels of hierarchy in leadership and from a variety of industries, Chism introduces the mindset shifts and practical skills needed to develop enlightened leaders, whose decision making flows from a much more grounded and aligned place.</p> |
| 3 | <p><u>The Culture Code: The Secrets of Highly Successful Groups</u>
<i>Daniel Coyle</i>
The New York Times bestselling author of The Talent Code unlocks the secrets of highly successful groups and provides tomorrow's leaders with the tools to build a cohesive, motivated culture.</p> |
| 4 | <p><u>Corporate Culture and Performance</u>
<i>John P. Kotter</i>
Going far beyond previous empirical work, John Kotter and James Heskett provide the first comprehensive critical analysis of how the "culture" of a corporation powerfully influences its economic performance, for better or for worse.</p> |

5	<p><u>True Kaizen: Management's Role in Improving Work Climate and Culture</u> <i>Collin McLoughlin and Toshihiko Miura</i></p> <p>In this book, Collin McLoughlin and Toshihiko Miura look back on their decades of international consulting experience to examine how organizations around the world have transformed on a cultural level by respecting the people who work within them and leveraging their creativity to solve problems.</p>
Articles	
1	<p><u>We're Thinking About Organizational Culture All Wrong</u> <i>John Traphagan</i></p> <p>A common thread in the study of organizational culture is the idea of culture as a unifying force that brings people together to work productively toward the attainment of organizational goals. In this approach, organizational culture is understood as a variable to be used in projects of social engineering aimed at creating unity and cohesion.</p>
2	<p><u>Five Elements of Building an Organizational Culture</u> <i>Ari Weinzwieg, Zingerman's Co-Founding Partner</i></p> <p>This is a great article on HOW to build culture in an organization. Scroll to the bottom to see a list of great articles on leading organizations.</p>
3	<p><u>Six Rules for Building and Scaling a Company Culture</u> <i>Anthony K. Tjan, Harvard Business Review</i></p> <p>This article is really worth reading. Like many of the sites we take you there is a wealth of links, websites leading to many resources related to building organizational culture and leadership in general.</p>
4	<p><u>How To Build A Great Company Culture</u> <i>Todd McKinnon, CEO of Okta</i></p> <p>A concise article that provides great advice about how to build organizational culture that can work for leaders everywhere that somewhat disagrees with the philosophy of other rights. McKinnon, believes you develop the PRODCUT first and culture second – not everyone agrees.</p>
5	<p><u>Building the Innovation Culture: Some Notes on Adaptation and Change in Network-Centric Organizations</u> <i>Bryan Coffman, Principal, InnovationLabs</i></p> <p>A 13 page article that goes deep (and very well) into the steps necessary to build innovation into your organization.</p>
Videos	
1	<p><u>Three Building Blocks of Organizational Culture</u> (3:22) <i>Andy Friere</i></p>

	Andy Friere, Co-founder and CEO of Axialent, discusses the three things that he believes build culture: 1) Behavior, 2) Symbols and 3) Processes.
2	<u>Building a Resilient Organizational Culture</u> (4:22) What are the four principles of organizational resilience? What are the essential elements of organizations resilience? How to build a resilient organization.
3	<u>Building Corporate Culture</u> (9.52) <i>The Fusion Group</i> Jennifer St. John of The Fusion Group speaks about building corporate culture. Culture by design is what makes great companies.
4	<u>Organizational Culture (Overview)</u> (27:13) <i>Tutor2u</i> In this key topic briefing, Jim Riley explores the core concept of organizational culture.
5	<u>Webinar: Can Leaders Change Organisational Culture – Executive MBA Sample Lecture</u> (24:02) <i>Saïd Business School, University of Oxford</i> Sue Dopson, Rhodes Trust Professor of Organisational Behaviour and Associate Dean of Faculty at Saïd Business School explores the concept of organisational culture, a phenomena that is discussed a great deal by leaders as they seek to change organisational practices, however often a very simplistic understanding guides thinking. This webinar looks specifically at two models and critically assesses what leaders can learn from them. There is much debate in the literature as to whether leaders can indeed change culture and some of the arguments for and against the debate are examined.
6	<u>Culture and Leadership</u> (17:56) <i>Joseph Trimble</i> In a changing society, new leadership styles are emerging. This talk calls out the old dominating styles and brings to light more inclusive, diverse and effective options.
7	<u>How Culture Drives Behaviours</u> (12:07) <i>Julien S. Bourrelle</i> Julien argues how we see the World through cultural glasses. By changing the glasses you can change the way you interpret the World. What crossovers to your organizational cultures do you see?

Unit 4: Building Relationships

Description

Unit description text.

Resources

Books

- Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation**
Jane E. Dutton and Belle Rose Ragins
This edited volume brings together a select group of leading organizational scholars for the purpose of developing a foundation-setting book on positive relationships at work. Positive Relationships at Work (PRW) is a rich new interdisciplinary domain of inquiry that focuses on the generative processes, relational mechanisms and outcomes associated with positive relationships between people at work.
- The Conversationalist: Building Life-defining Relationships One Conversation at a Time**
Russell Verhey
Whether at work, church, a coffee shop, or at home, people everywhere are one conversation away from a life-defining decision. Being truly present during such moments grants you an invitation to greater levels of leadership and friendship along the way.
- The 11 Laws of Likability: Relationship Networking... Because People Do Business with People They Like**
Michelle Tillis Lederman
This book, featuring activities, self-assessment quizzes, and real-life anecdotes from professional and social settings, shows readers how to identify what's likable in themselves and create honest, authentic interactions that become "wins" for all parties involved.
- High Performance Relationships: The Heart and Science Behind Success At Work and Home**
Jacqueline Peters
Based on over 20 years of experience and research, High Performance Relationships: The Heart and Science behind Success at Work and Home gives you the tools you need to:

	<ul style="list-style-type: none"> - better support your partner or team - create a common purpose and build camaraderie - build safety, reduce relationship accidents, and repair conflict - generate a greater sense of happiness and fulfillment
5	<p><u>How to Win Friends and Influence People</u> <i>Dale Carnegie</i> How to Win Friends and Influence People is one of the first bestselling books on how to build positive relationships, ever published. Written by Dale Carnegie and first published in 1937, it has sold 15 million copies globally.</p>
Articles	
1	<p><u>Building Great Work Relationships: Making Work Enjoyable and Productive</u> <i>Mind Tools</i> In this article, we're looking at how you can build strong, positive relationships at work. We'll see why it's important to have good working relationships, and we'll look at how to strengthen your relationships with people that you don't naturally get on with.</p>
2	<p><u>The 5 Biggest Mistakes You're Making With Work Relationships</u> <i>Ken Blanchard and Scott Blanchard</i> Today's work challenges require the best efforts of a group of committed people who are working toward a common goal. While one person working alone can have an impact, your role as a leader is to guide your team to accomplish bigger goals than they could achieve on their own.</p>
3	<p><u>How to Develop Positive Work Relationships</u> <i>WikiHow</i> Work relationships are important for building a career and finding satisfaction in your job. To learn how to develop positive work relationships, you must be willing to listen to co-workers, communicate openly, and respect yourself and your co-workers.</p>
4	<p><u>Building Positive Relationships at Work</u> <i>Joel Garfinkle</i> Building positive workplace relationships is vital for career success. Relationships can positively or negatively affect your satisfaction with the job, your ability to advance and gain recognition for your achievements.</p>
5	<p><u>8 Tips for Developing Positive Relationships</u> <i>Lorri Freifeld</i> By building positive relationships with others, we will be happier and more fulfilled and feel more supported, supportive, and connected. One of the most profound experiences we can have in our lives is the connection we have with other human beings. So here are a few tips to help you to develop more positive and healthy relationships in all areas of your life.</p>
6	<p><u>10 Ways To Build Good Coworker Relationships</u></p>

	<p><i>Scott Matteson</i></p> <p>Good office etiquette helps build the foundation for a healthy work environment. Here are 10 tips to make the most of your interactions with coworkers.</p>
Videos	
1	<p><u>Strategies to Build Closer Relationships : Improving Your Workplace</u> (3:17)</p> <p>A very short video providing some very basic ideas for getting along with workers.</p>
2	<p><u>The Power of Relationship Building</u> (15:56)</p> <p><i>Jose Gutierrez</i></p> <p>People often tend to associate their "net worth" with their "network". Jose, however, believes that connecting with peers on a humanistic level and building relationships with people is much better for fostering a mutually supportive environment.</p>
3	<p><u>Build don't break relationships with communication - connect the dots</u> (11:50)</p> <p><i>Amy Scott</i></p> <p>What if your natural communication style is breaking rather than building your relationships? Having an awareness of the different "dots" (communication styles) will help you to remove the biggest biohazard to your relationships and ensure that you can get onto other peoples' wavelengths as quickly as possible.</p>
4	<p><u>The psychology of communicating effectively in a digital world</u> (16:03)</p> <p><i>Helen Morris-Brown</i></p> <p>In the past century, the study of psychology has had a profound impact on the way we think about how we communicate and connect with each other in our daily lives. But what can it teach us about communicating effectively in a digital world that is frequently more about emojis than face-to-face interactions? Psychologist and performance coach Helen Morris-Brown explores this subject in a fascinating talk, and bamboozles the audience with a beguiling Rubik's Cube trick as a bonus.</p>
5	<p><u>The Power of Listening</u> (15:40)</p> <p><i>William Ury</i></p> <p>William Ury explains how listening is the essential, and often overlooked, half of communication. His stories of candid conversations with presidents and business leaders provide us with impactful lessons, such as understanding the power of a human mind opening up.</p>

Unit 5: Time Management

Description

Unit description text.

Resources

Books

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| 1 | <p><u>The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change</u>
 <i>Stephen Covey</i></p> <p>One of the most inspiring and impactful books ever written, The 7 Habits of Highly Effective People has captivated readers for 25 years. It has transformed the lives of Presidents and CEOs, educators and parents— in short, millions of people of all ages and occupations.</p> |
| 2 | <p><u>Time Management: Maximize Your Day, Accomplish Your Goals And Take Full Control Over Your Life (Increase Productivity, Discipline, To-Do List, Getting Things Done, Efficiency)</u>
 <i>Ahad Gill</i></p> <p>This book gives you actionable information on how to create an effective time management plan that helps you set and achieve goals, and organize your life so you can live a stress free life.</p> |
| 3 | <p><u>Time Management: The Ultimate Productivity Bundle - Become Organized, Productive & Get Clear Focus (Time Management Tips, Time Management Skills, Productivity Hacks)</u>
 <i>Dane Taylor</i></p> <p>Discover the best tips for ultimate productivity and time management! Do you want to take back control of your life? Does your schedule feel too scattered right now? It's time to do something about it and become a master of your goals and your time...</p> |
| 4 | <p><u>15 Secrets Successful People Know About Time Management: The Productivity Habits of 7 Billionaires, 13 Olympic Athletes, 29 Straight-A Students, and 239 Entrepreneurs</u>
 <i>Kevin Kruse</i></p> <p>New York Times bestselling author, Kevin Kruse, presents the remarkable findings of his study of ultra-productive people. Based on survey research and interviews with billionaires, Olympic athletes, straight-A students, and over 200 entrepreneurs—</p> |

	including Mark Cuban, Kevin Harrington, James Altucher, John Lee Dumas, Pat Flynn, Grant Cardone, and Lewis Howes— Kruse answers the question: what are the secrets to extreme productivity?
5	<p><u>Time Management: Master Time Management and Boost Your Success: Time Management, Productivity and Success (Productivity, Success, Business)</u></p> <p><i>Ted Robbins</i></p> <p>In this book, you will learn about the concept of time management and its different dimensions. You will find the steps on how to set goals, organize your priorities, and establish an efficient system. You will discover key strategies on how to concentrate better and avoid wasting time. You will also learn how to schedule effectively in order to maximize your productivity and achieve work-life balance.</p>
Articles	
1	<p><u>Manage Your Energy Not Your Time</u></p> <p><i>Harvard Business Review</i></p> <p>Written for the world of business – but don't worry, there are tremendous ideas for self development and making some wise life choices – and leading a successful and less stressful life.</p>
2	<p><u>Four Things You Thought Were True About Time Management</u></p> <p><i>Amy Gallo, Harvard Business Review</i></p> <p>Time management is a misnomer, says Jordan Cohen, a productivity expert and author of “Make Time for the Work That Matters.” He says that it's really about productivity: “We have to get away from labeling it ‘time management’. It's not about time per se but about how productive you can be.” There are links on the page to other articles you might be interested in.</p>
3	<p><u>5 Time Management Techniques Worth Using</u></p> <p><i>Dan S. Kennedy</i></p> <p>Again, a resource that comes out of the world of business – but a short and wonderfully useful set of ideas and suggestions you can implement tomorrow.</p>
Videos	
1	<p><u>Time Management Tips Made Easy</u></p> <p>A whole set of videos on this link – which are full of great ideas and tips to find time in your working day – to enable you to spend more time with your families and building your capacity.</p>
2	<p><u>How to Set and Achieve Any Goal (Part 1) you have in your life with John Assaraf</u></p> <p>A 30 minute instructional video on goal setting by John Assaraf. Directed at the business community – but completely applicable to the education setting.</p>
3	<p><u>How to Set and Achieve Any Goal (Part 2) you have in your life with John Assaraf</u></p>

	A 30 minute instructional video on goal setting by John Assaraf. Directed at the business community – but completely applicable to the education setting.
4	<p><u>How to stop Procrastinating</u></p> <p><i>Watchwellcast</i></p> <p>A 5 minute video that gives you 3 great ideas for reducing procrastination. Procrastination is one of the real killers for effective time management.</p>
Websites	
1	<p><u>Mind Tools</u></p> <p>Essential Skills for an excellent Career</p> <p>This web link will take you to time management vendors site. They advertise their program, which appears to be very good. But there is a wealth of articles related to time management as well as Leadership Skills, Strategies, Stress Management, Communication Skills and many other leadership development programs. You can take their programs or utilize the site to gather information, strategies and ideas for addressing the issue of finding time.</p>
2	<p><u>Time-Management-Guide.com</u></p> <p>Another tremendous set of resources on all the basics of time management.</p>

Unit 6: Effective Communication Skills

Description

Unit description text.

Resources

Books

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| 1 | <p><u>Communication Skills: Discover the Best Ways to Communicate, Be Charismatic, Use Body Language, Persuade & Be a Great Conversationalist</u>
<i>Ace McCloud</i>
Whether you want to (1) communicate clearly (2) master the art of persuasion, or (3) just be more liked and respected, this is the book for you.</p> |
| 2 | <p><u>Communication Skills Training: A Practical Guide to Improving Your Social Intelligence, Presentation, Persuasion and Public Speaking</u>
<i>Ian Tuhovsky</i>
Overall, effective communication is like an engine oil which makes your life run smoothly, getting you wherever you want to be. There are very few areas in life in which you can succeed in the long run without this crucial skill.</p> |
| 3 | <p><u>Communication Skills: The Ultimate Guide to Developing Powerful Communication Skills for Lifelong Success</u>
<i>Bailey Richardson</i>
With the help of this book, you can change the way that you interact with people on an everyday basis. This means that you can go further in your personal life, your professional life and make become a happier, more well- rounded person.</p> |
| 4 | <p><u>Messages: The Communication Skills Book</u>
<i>Matthew McKay PhD and Martha Davis PhD</i>
Now in its third edition, Messages has helped thousands of readers cultivate better relationships with friends, family members, coworkers, and partners. You'll discover new skills to help you communicate your ideas more effectively and become a better listener.</p> |

5	<p><u>Communication: How to Win Friends and Master to Lead Conversations! Effective Communication & Conversation Tactics!</u> <i>E.N. Richardson and Hartmut Obst</i> Become instantly likeable! Gain the power to easily attract any conversation partner! Learn to verbally defend yourself with a fast to use technique and then - rule the conversation?</p>
Articles	
1	<p><u>5 Steps to More Effective Communication</u> <i>Debbie McGauran</i> Effective communication can improve the quality of your business and social relationships resulting in less conflict and more productive and rewarding time spent with others.</p>
2	<p><u>How to Be a Better Communicator in the Workplace</u> Successfully interacting with others is a key to your professional success. Expert contributors give their best advice on answering common interview questions, perfecting job applications, negotiating salary and more.</p>
3	<p><u>Converting Problems Into Opportunities: Communication in the Workplace</u> <i>Marshall Cannon, Huffington Post</i> Communication. A word that has so much meaning and importance, yet often is misunderstood. It's a word that can be the difference between success and failure, and a word that can lead to our own unraveling as professionals and as an organization.</p>
4	<p><u>Learn the Components of Communication in the Workplace: Questions that Aid Efficiency, Exhibit Competence, and Build Rapport</u> <i>Susan M. Heathfield</i> Communication is sharing information between two or more individuals, the act of conveying information. Communication has so many components, and failing to communicate in the workplace effectively is commonplace.</p>
5	<p><u>How to Hold a Difficult Conversation with an Employee: Take 7 Steps to Hold a Difficult Conversation with an Employee</u> <i>Susan M. Heathfield</i> If you manage people, work in Human Resources, or care about your friends at work, chances are good that one day you will need to hold a difficult conversation.</p>
Videos	
1	<p><u>Build Don't Break Relationships with Communication - Connect The Dots</u> <i>Amy Scott</i></p>

	<p>What if your natural communication style is breaking rather than building your relationships? Having an awareness of the different "dots" (communication styles) will help you to remove the biggest biohazard to your relationships and ensure that you can get onto other peoples' wavelengths as quickly as possible.</p>
2	<p><u>Communication in the 21st Century: Is It What You Say, Not How You Say It?</u> <i>Vivian Ta</i> Nonverbal behaviors have historically been regarded as more important in communication than verbal behaviors. This talk will argue how and why verbal behaviors, rather than nonverbal behaviors, are most critical in today's digital society.</p>
3	<p><u>Non-Verbal Communication</u> <i>Leyla Tacconi</i> Silence is golden, Speech is Silver. Leyla Tacconi sets out to express the wonderful ways of communication without the influence of verbal speech. From gestures to posture, Tacconi illustrates that we are capable of communicating with any part of our body and we can easily live in the world without voice.</p>
4	<p><u>Body language, the power is in the palm of your hands</u> <i>Allan Pease</i> Allan Pease is an Honorary Professor of Psychology at ULIM International University, who researches and studies selling relationships and human communication. He teaches simple, field-tested skills and techniques that get results. And he delivers his message in a humorous way, which motivates people to want to use.</p>
5	<p><u>Ten Meters of Thinking: The ABC of Communication</u> <i>Paul Hughes</i> The subject of this Ten Meters of Thinking is The ABC of Communication. Here Paul will remind the audience about the impact and reach of communication.</p>
6	<p><u>Your body language may shape who you are</u> <i>Amy Cuddy</i> Over 20 million views on YouTube: Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy argues that "power posing" -- standing in a posture of confidence, even when we don't feel confident -- can boost feelings of confidence, and might have an impact on our chances for success</p>
7	<p><u>10 ways to have a better conversation</u> <i>Celeste Headlee</i> When your job hinges on how well you talk to people, you learn a lot about how to have conversations -- and that most of us don't converse very well. Celeste Headlee has worked as a radio host for decades, and she knows the ingredients of a great conversation: Honesty, brevity, clarity and a healthy amount of listening. In this insightful talk, she shares 10 useful rules for having better conversations. "Go out, talk to people, listen to people," she says. "And, most importantly, be prepared to be amazed."</p>

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Unit 7: Conflict Management

Description

Unit description text.

Resources

Books

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| 1 | <p><u>Conflict Management in the Workplace: How to Manage Disagreements and Develop Trust and Understanding</u>
<i>Shay McConnon and Margaret McConnon</i></p> <p>This guide offers many tried and trusted approaches to ensure that conflicts are managed so that they are positive and creative rather than a process of disintegration. This new edition is for businesses and institutions and wherever people work together.</p> |
| 2 | <p><u>Conflict Resolution in the Workplace: How to Handle and Resolve Conflict at Work ~ an Essential Guide to Resolving Conflict in the Workplace</u>
<i>Doug Wesley</i></p> <p>If you want make your workplace resistant to conflict and much more productive and resilient instead, then this book is for you!</p> |
| 3 | <p><u>The Joy of Conflict Resolution: Transforming Victims, Villains and Heroes in the Workplace and at Home</u>
<i>Gary Harper</i></p> <p>The rapid rate of change in the workplace and among families often leads to conflict and confrontation which can undermine productivity and poison relationships. The Joy of Conflict Resolution helps readers understand conflict and why it arises through the lens of the "drama triangle" of victims, villains and heroes. In an accessible, engaging and light-hearted style that uses stories and humor to explore potentially emotionally charged situations.</p> |
| 4 | <p><u>The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict</u>
<i>Gary T. Furlong</i></p> <p>This book bridges the gap between theory and practice and goes beyond just one single model to present a complete toolbox - a range of models that can be used to analyze, diagnose, and resolve conflict in any situation. It shows mediators, negotiators, managers, and anyone needing to resolve conflict how to simply and effectively understand and assess the situations of conflict they face.</p> |

5	<p><u>Conflict in the Workplace: Causes and Cures</u> <i>Robert Finocchio and Bernie Silver</i></p> <p>Conflict in the Workplace: Causes and Cures is a must read for every modern manager and team members. It details practical and immediately applicable steps you can use today to successfully reduce workplace conflicts.</p>
Articles	
1	<p><u>5 Keys of Dealing with Workplace Conflict</u> <i>Mike Myatt, Forbes</i></p> <p>From the author's perspective, the issues surrounding conflict resolution can be best summed-up by adhering to the following ethos; "Don't fear conflict; embrace it - it's your job."</p>
2	<p><u>Conflict in the Workplace</u> <i>USC Annenberg, School of Communication and Journalism</i></p> <p>While most individuals who are pursuing their master's in communication degree realize that conflict is an inevitability in some situations, it is sometimes challenging to understand why people tend to disagree with each other, especially in the workplace. The resources in this section will provide information on exactly what conflict is and the different factors that cause it to arise.</p>
3	<p><u>Workplace Conflict Resolution: Avoid These Actions to Create Effective Conflict Resolution</u> Susan M. Heathfield</p> <p>Organization leaders are responsible for creating a work environment that enables people to thrive. If turf wars, disagreements, and differences of opinion escalate into interpersonal conflict, you must intervene immediately.</p>
4	<p><u>13 Tools for Resolving Conflict in the Workplace, with Customers and in Life</u> <i>Lee Jay Berman</i></p> <p>Conflict can be avoided if steps are taken early in a discussion to diffuse anger and facilitate communication, and it can be resolved by applying a series of thoughtfully applied steps.</p>
5	<p><u>Resolving Workplace Conflict</u> <i>International Institute of Directors and Managers</i></p> <p>This link will take you to a webpage with a wide variety of articles on conflict management. Do you shy away from situations where you are faced with potential conflict? How can you effectively resolve the conflicts that must be dealt with both within and outside the business?</p>
Videos	
1	<p><u>Managing Conflict in The Workplace</u> (4:22) An amusing star studded set of ideas on conflict management.</p>
2	<p><u>Managing Conflict In Your Workplace</u> (1:15:40)</p>

	<p><i>Ruth Knight, The Pillars of Best Practice</i></p> <p>Managing Conflict at Work: Conflict is a normal and inevitable part of any organisational setting; particularly when change is occurring and ideas are being encouraged. This is a one hour presentation on how to prepare your workplace to manage conflict well.</p>
3	<p><u>Conflict Resolution in 6 Simple Easy Steps</u> (14:18)</p> <p><i>Jennie Byrne</i></p> <p>Conflict is a part of life. Most of us will do almost anything to avoid it. However, having a simple step-by-step process for resolving your conflicts or issues with others is not only healthy but can strengthen your relationships with others and even yourself. Learn some simple, healthy and non-aggressive steps to resolve your issues with others and feel more empowered in your life and in your relationships.</p>
4	<p><u>Conflict Resolution Techniques</u> (7:29)</p> <p><i>Lydia Richards</i></p> <p>If you want to resolve a conflict, there are a handful of different techniques you could use. In this video, we walk you through these techniques and give you a sense of the benefits and drawbacks of each...all in this quick overview.</p>
5	<p><u>Conflict Management Styles</u> (14:30)</p> <p><i>Noemi Garcia</i></p> <p>We experience conflict all the time. By understanding how we manage conflict and being able to identify how others manage conflict, we can more successfully resolve conflict.</p>
6	<p><u>The Beauty of Conflict</u> (15:24)</p> <p><i>Clair Canfield</i></p> <p>For many, conflict is considered a negative experience and an indication that something has gone wrong. When viewed from that perspective it frequently creates interactions that leave us feeling frustrated and unsatisfied. In this talk, Clair identifies some of the ways we get stuck in the trap of justification and also provides hope for a new way of approaching conflict.</p>

Unit 8: Building Collaborative Capacity of the Organization

Description

Unit description text.

Resources

Books

- [Debugging Teams: Better Productivity through Collaboration](#)**
Brian W. Fitzpatrick and Ben Collins-Sussman
In the course of their 20+-year engineering careers, authors Brian Fitzpatrick and Ben Collins-Sussman have picked up a treasure trove of wisdom and anecdotes about how successful teams work together. Their conclusion? Even among people who have spent decades learning the technical side of their jobs, most haven't really focused on the human component. Learning to collaborate is just as important to success.
- [Extreme Teaming: Lessons in Complex, Cross-Sector Leadership](#)**
Amy C Edmondson
Today's global enterprises increasingly involve collaborative work by teams of experts operating across different professions, organizations, and industries. Extreme Teaming provides new insights into the world of complex, cross industry projects and the ways they must be managed.
- [Team Players and Teamwork: New Strategies for Developing Successful Collaboration](#)**
Glenn M. Parker
Anyone participating on or managing members of a cross-functional team will benefit from reading this essential guide to successful teamwork.
- [Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail](#)**
Robert Bruce Shaw
Extreme Teams looks at the new generation of teams driving growth in today's most innovative firms. They do this by tossing conventional wisdom and doing things differently. The book takes you inside these bold companies and examines the teamwork experiments powering their results

5	<p><u>Midnight Lunch: The 4 Phases of Team Collaboration Success from Thomas Edison's Lab</u> <i>Sarah Miller Caldicott</i></p> <p>How Thomas Edison's system for collaboration can benefit any team. Thomas Edison created multi-billion dollar industries that still exist today. What many people don't realize is that his innovations were generated through focused approaches to teamwork and collaboration. Authored by the great grandniece of Thomas Edison, Midnight Lunch provides an intriguing look at how to use Edison's collaboration methods to strengthen live and virtual teams today.</p>
6	<p><u>Opening Doors to Teamwork and Collaboration: 4 Keys That Change Everything</u> <i>Judith H. Katz and Frederick A. Miller</i></p> <p>Organizations are only as productive as the interactions that take place between individuals, teams and divisions. This book is a short, engaging guide for dramatically improving the quality of these interactions.</p>
<p>Articles</p>	
1	<p><u>The Power of Team Collaboration in the Workplace</u> <i>Zach Cutler, The Huffington Post</i></p> <p>Here are some ways to harness the power of team collaboration and get your employees working smarter, harder, and most importantly, together.</p>
2	<p><u>6 Benefits of Teamwork in the Workplace</u> <i>Dave Mattson</i></p> <p>“Two heads are better than one.” We’ve all heard the old adage encouraging teamwork, but what does working together really do for you? Salesmen thrive off healthy competition, but sometimes the use of teamwork in the workplace is a better answer for winning sales. Here are six ways that teamwork benefits you in the workplace.</p>
3	<p><u>7 Insights for Collaboration in the Workplace</u> <i>Dr. Carol Kinsey Goman, Troy Media Corporation</i></p> <p>The author shares, from a series of upcoming seminars, here are seven insights for harnessing the power of collaboration.</p>
4	<p><u>How to Improve Collaboration and Teamwork Skills with Whole Brain® Thinking</u> <i>From Herrmann</i></p> <p>Team collaboration has never been more important in the workplace, but getting it right isn't easy. When an organization lacks collaboration and teamwork skills, it often ends up functioning as a collection of silos. Inconsistencies, narrow viewpoints and competition between groups will eventually result in lost opportunities—and lost money. This short article will provide some great ideas for avoiding this.</p>
5	<p><u>Elements of Teamwork in the Workplace</u> <i>George N. Root III</i></p> <p>A short article on 4 elements that make teamwork work – as well as many links to other related articles on teamwork</p>

Videos

1	<p><u>Effective Team Work & Collaboration</u> (9:43) <i>TheArmadillo</i> A very good explanation of interdisciplinary teamwork – and provides the basics for learning how to build effective collaborative teams.</p>
2	<p><u>5 Golden Rules for Building a Great Team</u> (2:15) <i>puntorossotv</i> Some helpful hints from the teambuilding specialists of Puntorosso.</p>
3	<p><u>Creating a Culture of Collaborative Innovation</u> (13:32) <i>Claire Madden</i> What will workplaces look like when the most material endowed, technologically literate, formally educated, and globally connected generations reach employment age? Claire gives us an insight into what the future of work could look like with Gen Z and Gen Alpha at the wheel.</p>
4	<p><u>Winning in the Workplace Episode 7 Steve Jobs Teamwork Excellence Team Real World</u> (5:27) <i>Team Real World</i> Short video with some great, simple ideas from some of the world experts on making teams work effectively.</p>
5	<p><u>Successful Collaboration</u> (11:00) <i>Stephen & Joel Levinson</i> This talk was given at a local TEDx event, produced independently of the TED Conferences. For over a decade, Stephen and Joel have been creative partners, all while living on different coasts and in different time zones. They've condensed their formula for collaborative success into ten basic rules, which they share in their talk.</p>
6	<p><u>Why Collaborate: Why Now</u> (15:39) <i>Seth Starnes</i> This talk examines the "wicked" problems in Business and how collaboration creates solutions for them.</p>

Unit 9: Giving and Receiving Feedback

Description

Unit description text.

Resources

Books

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| 1 | <p><u>Crisp: Giving and Receiving Feedback, Revised Edition: Building Constructive Communication</u>
<i>Patti Hathaway</i></p> <p>This book will guide you through learning how to receive critical feedback, developing skills for self-talk, understanding how to give constructive feedback effectively, and handling special problems.</p> |
| 2 | <p><u>Giving and Receiving Performance Feedback</u>
<i>Peter R. Garbe</i></p> <p>If you dread delivering performance reviews and you know the people getting reviewed dread it the same way, prepare them and yourself with this quick read that makes a convincing case for the necessity of balanced feedback. All you'll need to do is tag half a dozen pages with post-it notes and pass this book around to your direct reports before the next round of reviews.</p> |
| 3 | <p><u>Thanks for the Feedback: The Science and Art of Receiving Feedback Well</u></p> <p>In Thanks for the Feedback, the authors explain why receiving feedback is so crucial yet so challenging, offering a simple framework and powerful tools to help us take on life's blizzard of offhand comments, annual evaluations, and unsolicited input with curiosity and grace.</p> |
| 4 | <p><u>Crucial Conversations: Tools for Talking When Stakes Are High</u>
<i>Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler</i></p> <p>Crucial Conversations] draws our attention to those defining moments that literally shape our lives, our relationships, and our world. This book deserves to take its place as one of the key thought leadership contributions of our time.</p> |

Articles

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|----------|-------------------------------------------------------------------------------|
| 1 | <p><u>How to Give and Receive Feedback at Work</u></p> |
|----------|-------------------------------------------------------------------------------|

	<p><i>Courtney Seiter</i></p> <p>In this post, we'll explore how to give and receive feedback at work in the best ways possible, along with some of the psychology behind handling critical feedback (in both directions).</p>
2	<p><u>Giving and Receiving Feedback</u></p> <p><i>Janice Hui, Money Watch</i></p> <p>A short but very useful 10 minute read – that provides useful ideas for both giving and receiving feedback.</p>
3	<p><u>10 Essential Things To Keep In Mind When Delivering Employee Feedback</u></p> <p><i>Forbes Magazine</i></p> <p>This is very short but helpful guide that provides good ideas on delivering feedback.</p>
4	<p><u>10 Tips for Giving and Receiving Feedback Effectively</u></p> <p><i>Baird Group</i></p> <p>One of the greatest gifts that leaders can give to their direct reports is clear, consistent and honest feedback.</p>
5	<p><u>Giving Feedback: Keeping Team Member Performance High, and Well-Integrated</u></p> <p><i>MindTools</i></p> <p>When done in the right way and with the right intentions, feedback communication is the avenue to performance greatness. Employees have to know what they are doing well and not so well. For them to really hear your thoughts and suggestions on ways to improve, though, that feedback has to be delivered carefully and frequently.</p>
Videos	
1	<p><u>The Art of Feedback: How to Give and Receive Feedback</u> (4:52)</p> <p>A short but helpful overview of making feedback work.</p>
2	<p><u>Emotional Intelligence: How to give and receive feedback</u> (14:52)</p> <p><i>Renee Safrata, Reveevotions</i></p> <p>This video gets into the underlying research and thinking behind their suggestions for teaching people to give and receive feedback.</p>
3	<p><u>How to Give and Receive Feedback</u> (1:01:51)</p> <p><i>Darrell Harmon. DecisionWise</i></p> <p>This video is much more like a training session – and really gets into feedback. During this webinar we will share best practices on giving and receiving feedback: Six best-practice steps to deliver feedback that lead to change, Understanding the emotions associated with feedback, Five best-practice steps to receive feedback that strengthen your position, How to receive feedback without becoming defensive</p>
4	<p><u>Giving Feedback - 3 Funny Examples of Giving Employee Feedback</u> (14:39)</p>

	<p><i>Shari Harley</i></p> <p>Giving feedback can be fast and easy when you follow keynote speaker and trainer Shari Harley's eight step giving feedback formula. Follow Shari Harley's giving feedback formula and give feedback that changes behavior quickly and easily. Giving feedback doesn't have to be hard or time consuming.</p>
5	<p><u>Constructive Feedback for Managers: Giving Feedback Effectively</u> (5:06)</p> <p><i>Forward Focus</i></p> <p>A 2009 Gallup survey of more than 1,000 US-based employees sought to qualify the impact of feedback on employees. Its findings are insightful:</p> <p>The conclusion drawn by the study is that the tools, techniques, and strategies that a manager uses when giving feedback have a huge impact on employee engagement.</p> <p>In this article I'll discuss why feedback is crucial, the basis of an effective feedback strategy, and one of the key tools that provide a framework for constructive feedback.</p>

Unit 10: Initiative and Perseverance

Description

Unit description text.

Resources

Books

1	<p><u>Reaching Beyond Boundaries: A Navy SEAL's Guide to Achieving Anything You've Ever Imagined</u> <i>Don Mann and Kraig Becker</i></p> <p>For the last decade, decorated Navy SEAL, accomplished athlete, and bestselling author Don Mann has been traveling across the country giving motivational talks and in the process inspiring hundreds with the secrets behind his awe-inspiring achievements. In Reaching Beyond Boundaries, Mann brings his much sought-after wisdom to the page.</p>
2	<p><u>The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process</u> <i>Thomas M. Sterner</i></p> <p>In those times when we want to acquire a new skill or face a formidable challenge we hope to overcome, what we need most are patience, focus, and discipline, traits that seem elusive or difficult to maintain. In this enticing and practical book, Thomas Sterner demonstrates how to learn skills for any aspect of life, from golfing to business to parenting, by learning to love the process.</p>
3	<p><u>Breaking Habits: 8 Steps to Developing the Habit of Persistence</u> <i>Alexandria Cobb</i></p> <p>Breaking Habits will provide you with the insights on the strategies you can use to develop and sustain new habits in order for you to take a step closer to leading a fulfilling life.</p>
4	<p><u>Mental Toughness: For Peak Performance, Leadership Development, and Success: How to Maximize Focus, Motivation, Confidence, Self-Discipline, Willpower, and Mind Power in Sports, Business, and Health</u> <i>J. Barnes</i></p>

Regardless of your activity, position, or skill level...you cannot achieve peak performance unless you have complete and consistent control of your mind. Mental toughness is often the sole difference between winning and losing in sports, business, and personal health.

Articles

- 18 Ways to Live BRAVE**
George Bradt, Forbes Magazine
The BRAVE framework is just that, a framework for thinking. It doesn't give you the answers, but it does help you think about the right questions. It's useful in general and can be applied in different specific circumstances. This article lays out 18 ways to think about BRAVE Leadership in general, BRAVE People Leadership, BRAVE Innovation and BRAVE Communication.
- How to Foster Grit, Tenacity and Perseverance: An Educator's Guide**
Tina Barseghian, MindShift
Although this article is intended for use by educators for students – there are a lot of great “take aways” leaders can use for themselves and to inspire others in the organization.
- Taking Initiative, Making Things Happen in the Workplace**
Mind Tools
People who have initiative and make things happen are highly valued in the workplace. But, what is it? And how can you develop it? We'll be covering both of these questions in this article.
- 9 Ways To Take More Initiative At Work**
Anush Kostanyan, Fast Company
Want to be the office go-getter but are unsure of where to start? Here's how to be ambitious without seeming overeager.
- Taking Initiative: The Options Are Endless**
Bob Nelson, INC.
Employees who take initiative greatly enhance their chances for recognition, learning, advancement, pay raises, and bonuses - and have a more meaningful and exciting time at work. Here are some ways in which an employee can take greater initiative in his or her job:

Videos

- Taking Initiative** (6:36)
Rory Kramer
Rory Kramer explains why it is important to take INITIATIVE. He talks about how his life has changed in the past year by taking a little initiative. "You can't sit around and wait for things to happen!"
- Dream - Motivational Video** (6:19)
This is a motivational video – to use with yourself or with others to spark initiative and action.

3 **Igniting Creativity to Transform Corporate Culture** (13:49)

Catherine Courage

Design leader Catherine Courage challenges us to drive innovation in the workplace by igniting our innate creativity from childhood.