

ICMIF Mutual Leadership

Extended Reading List

1 Embracing Complexity

- **Key recommendation:** [Farnham Street](#) blog
- The Practice of Adaptive Leadership (Heifetz & Linsky)
- Thinking in Systems (Meadows)
- Learning to Live With Complexity, Sargut and McGrath, HBR (Sept 2011)
- The Model Thinker (Page)
- Engine of Impact (Meehan, Starkey Joiner)
- Super Thinking (Weinberg and McCann)
- Resilience Thinking (Walker)
- What Got You Here Won't Get You There (Goldsmith)
- What is Health (Sterling)

2 Judging and Deciding

- **Key recommendation:** **Seven and a Half Lessons About the Brain (Feldman Barrett)**
- **Key recommendation:** **The Chimp Paradox (Peters)**
- Thinking Fast and Slow (Kahneman)
- A Thousand Brains (Hawkins)
- Debunking Myths of the Medical World, NY Times ([read here](#)) [source of the Donald Redelmeier quote]
- Principles (Dalio)
- Behave (Sapolsky)
- The Brain (Eagleman)
- The Idiot Brain (Burnett)
- How the Mind Works (Pinker)
- The Psychology of Judgment and Decision Making (Plous)
- Judgment in Managerial Decision Making (Bazeman)
- Beyond Greed and Fear (Shefrin)
- Psychology of Intelligence Analysis (Heuer)
- The Wisdom of Crowds (Surowiecki)
- Emotional Intelligence (Goleman) – especially Chapter 2 and Appendix 3
- The Rationality Quotient (Stanovich & West) [more academic in style]
- Medical Decision Making (Sox, Higgins, Owens)
- The Human Advantage (Herculano-Houzel)
- Human Error (Reason)
- The Undoing Project (Lewis)

3 Effective Collaboration

- **Key recommendation: The Fearless Organization (Edmondson)**
- Teaming (Edmondson)
- Moments of Impact (Ertel & Solomon)
- Interview with Jeff Hunter [[listen here](#)]
- Unlocking Leadership Mindtraps (Garvey Berger)
- Juice (Wilson)
- The Fifth Discipline (Senge)
- The Fifth Discipline Fieldbook (Senge)
- The Secret Language of Leadership (Denning)
- The Coaching Habit (Bungay)
- [Psychological safety](#) (from Re:work with Google)
- [What Google Learned From Its Quest to Build the Perfect Team](#) (NY Times)

3.1 Making Remote Working Work

Dave is indebted to INSEAD's October 2020 [blog](#) which contained two outstanding references for making remote working work

- The GitLab (the world's largest remote-only company) Employee [Handbook](#)
- [Making Remote Work](#) (20 episode podcast) and INSEAD's accompanying [index](#) of all 20 episodes

4 Healthy Challenge and Thinking Strategically

4.1 Conducting A Healthy Challenge Process

- Sources of Power (Klein) [origin of the pre-mortem]

4.2 Thinking More Strategically

- **Key recommendation: Good Strategy/Bad Strategy (Rumelt)**
- Strategy Safari (Mintzberg)
- Planning as Learning, Arie de Geus, HBR (March- April 1988)
- The Rise and Fall of Strategic Planning, HBR (Jan-Feb 1994)
- The Role of Expertise in a Data-Driven World (McKinsey 2017)
- Measure What Matters (Doerr)
- Unstoppable (Zook)
- Bain's Chris Zook and James Allen series:
 - [The Changing Nature of Strategy](#)
 - [Introducing the Bain Micro Battles System](#)
 - [Founders Mentality](#)

5 Working Across Cultures

- **Key recommendation: The Culture Map (Meyer)**
- The Critical Few (Katzenbach)
- The Culture Code (Coyle)
- Organizational Culture and Leadership (Schein)
- Team of Teams (McChrystal, Silverman, Collins & Fussell)
- Bury My Heart at Conference Room B (Slap)
- Under the Hood (Slap)
- Helping (Schein)
- The Power Paradox (Keltner)

6 Preparing for Action

- **Key recommendation: Atomic Habits (Clear)**
- The Power of Habit (Duhigg)
- Stick With It (Young)
- Willpower (Baumeister)
- Tiny Habits (Fogg)
- Making Habits, Breaking Habits (Dean)