



UPSTREAM ACADEMY RECOMMENDED READING

Book	Author(s)	Chapters/Pages	Focus/Value
<i>24/7 Innovation</i>	Stephen Shapiro	Chapter 3	Wonderful chapter on creating a culture of innovation and achieving a competitive advantage
<i>Aligning the Stars</i>	Jay W. Lorsh, Thomas J. Tierney	Chapter 4	Great chapter on turning talent into stars
		Chapter 5	Excellent points on guiding your brightest stars
<i>The Art of Possibility</i>	Rosamund Stone Zander, Benjamin Zander	Chapter 5	Discusses leadership with humility and that there is no top to the organization chart
<i>The Agenda</i>	Michael Hammer	Chapter 1	Make It Easy for Your Customers to Do Business with You
		Chapter 2	Add More Value for Your Customers
		Chapter 3	Create a Process Enterprise
		Chapter 4	Tame the Beast of Chaos with the Power of Process
		Chapter 5	Base Managing on Measuring
		Chapter 6	End the Tyranny of the Organizational Chart
		Chapter 7	Distribute for, Not to, the Final Customer
Chapter 8	Redesign and Streamline Interenterprise Processes		
Chapter 9	Embrace the Radical Vision of Virtual Integration		
<i>Built to Last</i>	James C. Collins, Jerry I. Porras	Chapters 3 & 11	Excellent chapters on the importance of establishing a vision for the organization
<i>Emotional Intelligence</i>	Daniel Goleman	Chapters 1 – 6	Excellent chapters on becoming an effective leader
<i>Execution: The Discipline of Getting Things Done</i>	Larry Bossidy, Ram Charan, Charles Burck	Chapter 6	Excellent discussion on the people process making the link with strategy and operations



<i>The E-Myth Revisited</i>	Michael Gerber	Chapter 2	Discusses the phases of development: the Entrepreneur, the Manager and the Technician
		Chapter 9	Discusses the importance of working <i>on</i> your business, not <i>in</i> it
<i>First Among Equals</i>	Patrick McKenna David Maister	Chapter 8	Great advice for helping underperformers
		Chapter 9	Great counsel for dealing with difficult people (prima donnas)
		Chapter 12	Addresses what members of a group owe to each other
		Chapter 13	Ideas for building trust among team members
		Chapter 19	Ideas for nurturing your junior staff
<i>First, Break All the Rules</i>	Marcus Buckingham, Curt Coffman	Pages 25 – 49	Twelve questions that you should ask your employees to determine who is going to stay and who will likely leave
		Chapter 2	Describes what great managers know and do
		Chapter 3	Discusses how to select for talent
		Chapter 5	Discusses the need to focus on strengths of individuals and manage their weaknesses
<i>The Five Dysfunctions of a Team</i>	Patrick Lencioni	Chapter on Team Assessment	Excellent questionnaire and discussion on understanding and overcoming the five dysfunctions of a team
<i>Get Naked</i>	Patrick Lencioni		Client service
<i>Good to Great</i>	James C. Collins	Chapter 2	Excellent information on leadership and developing future leaders; presents the concept of Level 5 leadership
		Chapter 6	Great summary of creating a culture of discipline to sustain great results and independence; discusses the concepts of Disciplined People, Disciplined Thought and Disciplined Action
<i>It's Your Ship</i>	Captain Michael Abrashoff		
<i>The Leadership Challenge</i>	James M. Kouzes, Barry Z. Posner	Chapter 1	Salient points on exemplary leadership
		Chapter 9	Great information on enabling others to develop

<i>Managing the Professional Service Firm</i>	David Maister	Chapter 2	Great summary on the life style of a professional service firm
		Chapter 14	Excellent chapter on how to build human capital
		Chapter 19	Ideas and processes to use in leading your practice
		Chapter 22	Excellent chapter on partner performance counseling
		Chapter 26	Excellent guidance on governance models for the professional service firm
<i>Now, Discover Your Strengths</i>	Marcus Buckingham, Donald Clifton	Pages 5 – 60	The best way to get the most out of employees is to focus on their strengths, not their weaknesses
		Chapter 7	Excellent guidance on how to build a strengths – based organization
<i>The Noticer</i>	Andy Anders		
<i>NUTS! (Southwest Airlines)</i>	Kevin & Jackie Freiberg	Chapter 19	Excellent guidance on how to treat your employees first and your customers second
		Chapter 20	
<i>Practice What You Preach</i>	David Maister	Chapter 21	Great lessons on creating a successful firm culture
<i>The Servant</i>	James C. Hunter		What it takes to be a good leader.
<i>The 7 Habits of Highly Effective People</i>	Stephen R. Covey	Pages 146 – 182	Great counsel on how and why to spend more time in Quadrant II – Important, but not urgent things
<i>The Speed of Trust</i>	Stephen M. R. Covey		
<i>Tell Me How I'm Doing</i>	Richard L. Williams		
<i>True Professionalism</i>	David Maister	Chapter 6	Insights on the management of professionals and their desire for autonomy
		Chapter 7	Presents the key attributes of a manager of professionals
		Chapter 8	Great chapter on our need to enforce those things in the firm that matter most
		Chapter 12	Great ideas for developing skills in your people



***The Trusted
Advisor***

David Maister

***When
Professionals
Have to Lead***

Thomas Delong,
John Gabarro and
Robert Lees