

**Note to ERICSA Participants:** *The “Leadership Chat and Tweet” is an unscripted session without any formal presentations. The chat leaders, Margot Bean, Robbie Endris, , Joe Mamlin, Maureen Leif, Mike Moreno, Patterson Poulson and Mary Ann Wellbank have compiled a list of educational and inspirational materials for those who would like to further explore the topic of leadership. Each leader’s recommended materials are listed in alphabetical order by the leader’s last name.*

*Below are bookmarks to the Leader’s recommendations:*

[Margot Bean](#)

[Robbie Endris](#)

[Maureen Leif](#)

[Joe Mamlin](#)

[Patterson Poulson](#)

[Mary Ann Wellbank](#)



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## **MARGOT’S RECOMMENDED READING**

**The Speed of Trust** by Steven Covey, with Rebecca Merrill. The most important element in any relationship, business or personal, is trust and credibility. Steven Covey articulately zeroes in on the leadership challenge of the new millennium – the ability to cultivate and leverage trust. This book shows that when the organization trusts its leaders, and everyone becomes trustworthy, people can operate better with better results.

**Switch: How to Change Things When Change Is Hard** by Chip Heath and Dan Heath. This book is a story-driven narrative that brings together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can engage our emotions and reason to create real change. It is arranged around an analogy that illustrates the crux of emotional intelligence: when making a decision we are typically torn between our rational, logical reasons and our emotional, intuitive feelings. Chip and Dan ask us to imagine an Elephant and its Rider (the mahout). The Rider represents the rational and logical. Tell the Rider what to do, provide a good argument and the Rider will do it. The Elephant, on the other hand, represents our emotions, our gut response. If the Rider can direct the Elephant down a well-

prepared path then there is a good chance for change. Otherwise, the massive elephant is bound to win. The book is structured into three sections, each one suggesting specific behaviors you can follow:

1. Direct the Rider by finding the bright spots, scripting the critical moves and pointing to the destination
2. Motivate the Elephant by finding the feeling, shrinking the change and growing your people
3. Shape the Path by tweaking the environment, building habits and rallying the herd.

**Focus: The Hidden Driver of Excellence** by *Daniel Goleman*. Leaders need to be able to direct the attention and efforts of their team towards a shared vision. The only way they can do that is by being able to focus their own attention first. Daniel proposes three daily activities that will improve a leader's focus:

1. Reflect on your plans for the day 5 minutes in the morning and on your daily accomplishments for 5 minutes before you go to sleep
2. Remember to pay attention – Find a touch point that will bring you back into a focused state
3. Regroup - take a break to recharge at moments during the day.

### MARGOT'S FAVORITE QUOTES

- “The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.”—John Maxwell
- “Remember no one can make you feel inferior without your consent.”—Eleanor Roosevelt
- “The quality of a leader is reflected in the standards they set for themselves.” —Ray Kroc
- “It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.” —Nelson Mandela
- “A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.” —Lao Tzu
- “As we look ahead into the next century, leaders will be those who empower others.” — Bill Gates
- “Power isn't control at all — power is strength, and giving that strength to others. A leader isn't someone who forces others to make him stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own.” —Beth Revis



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### **ROBBIE'S RECOMMENDED READING**

**The 21 Indispensable Qualities of a Leader** by John C. Maxwell, Nashville, TN: Thomas Nelson Publishers, 1999. John Maxwell is an authority on leadership today. He has written a number of good books, and you cannot go wrong by reading any of his leadership books. This one relates to the individual and touches on the process used for developing the qualities found in great leaders.

**Personality Plus at Work: How to Work Successfully with Anyone** by Littauer, Florence and Rose Sweet. Grand Rapids, MI: Revell, 2011. Florence Littauer has been talking to audiences around the country about the varying characteristics of personalities for many years. This book helps you harness the power of personality to enable you to work successfully with anyone.

**How to Get Your Point Across in 30 Seconds or Less** by Milo Frank. New York, New York: Simon and Schuster, 1986. This book helps you learn to present a succinct, but effective message that will elicit from readers and listeners the responses you desire. Every leader must learn to communicate clearly and effectively in a short amount of time.

### **ROBBIE'S FAVORITE QUOTES**

- “A leader is one who knows the way, goes the way, and shows the way.”—John C. Maxwell
- “Insanity: doing the same thing over and over and expecting different results.”—Albert Einstein
- “You must be the change you desire to see in the world.”—Mahatma Gandhi
- “Nothing will work unless you do.” —Maya Angelou



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## MAUREEN'S RECOMMENDED READING

**Lean In** by Sheryl Sandberg. In *Lean In*, Sheryl Sandberg examines why women's progress in achieving leadership roles has stalled, explains the root causes, and offers compelling, commonsense solutions that can empower women to achieve their full potential.

Sandberg is the chief operating officer of Facebook and is ranked on *Fortune's* list of the 50 Most Powerful Women in Business and as one of *Time's* 100 Most Influential People in the World. In 2010, she gave a great TEDTalk in which she described how women unintentionally hold themselves back in their careers. Her talk, which became a phenomenon and has been viewed more than two million times, encouraged women to "sit at the table," seek challenges, take risks, and pursue their goals with gusto.

**The Tao of Womanhood, Ten Lessons for Power and Peace** by Diane Dreher. *The Tao of Womanhood* is for every woman who is searching for both external power and internal peace. It's for the woman who wants to be tough but nice, who wants to take care of things and everyone else but needs to be reminded to look after herself, who feels pulled in too many directions and yearns to live a full, balanced life. It's for the woman who wants to be a strong, proactive leader at work and at home, *and* lead a life of harmony and inner peace.

A spiritual resource that combines the wisdom of the *Tao Te Ching* with straightforward advice and illuminating anecdotes, *The Tao of Womanhood* is a prescriptive, practical road map. Using Taoist principles, teacher and spiritualist Dreher explains how any woman can learn to incorporate calm into her busy modern life.

## MAUREEN'S RECOMMENDED PODCASTS/TEDTALKS

TedTalk- Sheryl Sandberg, Why We have Too Few Women Leaders  
[https://www.ted.com/talks/sheryl\\_sandberg\\_why\\_we\\_have\\_too\\_few\\_women\\_leaders](https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders)

TedTalk- Simon Sinek, How Great Leaders Inspire Action  
[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?language=en](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en)



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I find a good deal of inspiration and ideas from podcasts. I guess that fits my learning style better. The following are some recent highlights that have helped me think about leadership and about working with people in different ways.

### **JOE'S RECOMMENDED PODCASTS**

#### **This American Life – 544: Batman; JAN 9, 2015**

Can other people's expectations of you alter what you can do physically? Alix Spiegel and Lulu Miller of NPR's new radio show and podcast, *Invisibilia*, investigate that question – specifically, they look into something that sounds impossible: if people's expectations can change whether a blind man can see. This provides an excellent example of what I find to be true about working and leading people. I believe people will most often rise to the occasion, and I also believe that your ideas and perceptions about people affect their performance even if you think you are keeping it to yourself. <http://www.thisamericanlife.org/radio-archives/episode/544/batman>

#### **Freakonomics – Failure is your Friend**

Freakonomics is a great podcast based on the series of books by Stephen Dubner and Steven Levitt. I recommend all of them, but these two were particularly interesting to me from the standpoint of leadership and how we approach work.

Why are so many people so reluctant to quit projects or jobs or relationships that have soured? One reason, Stephen Dubner argues, is that we tend to equate quitting with failure, and there's a huge stigma attached to failure. But ... should there be? In their new book *Think like a Freak*, Dubner and Steven Levitt argue that perhaps we're not thinking clearly about failure. Failure, they say, can be your friend.

LEVITT: I always tell my students — fail quickly. The quicker you fail the more chances you have to fail at something else before you eventually maybe find the thing that you don't fail at. <http://freakonomics.com/2014/06/05/failure-is-your-friend-a-new-freakonomics-radio-podcast/>

#### **Freakonomics – Think Like a Child**

In this episode, they address the beauty of thinking like a child. Sometimes doing things differently and simply and with a kind of joy and triviality leads you to a really special place that as an adult you don't get to go to very often.

Kids are relatively unbiased; they don't carry around many of the pre-conceptions that adults do. And, as we all know, kids don't "pay attention" the same way that adults do. This makes them more likely to notice or care about things that the rest of us don't

You'll also hear from Alison Gopnik, who has done fascinating research on children's cognitive processes and development. Gopnik is a professor of psychology and philosophy at the University of California-Berkeley and the author of *The Philosophical Baby: What Children's Minds Tell Us About Truth, Love, and the Meaning of Life*. Gopnik describes how modern research shows that kids are much more than just underdeveloped adults, and that they have a variety of traits we'd do well to smuggle across the border into adulthood.

GOPNIK: Think of the kids as being the research and development division of the human species. And we're—adults—we're production and marketing. So from the production and marketing perspective, it might look like the R&D guys are really not doing anything that looks very sensible or useful. They sit around all day in their beanbag chairs playing Pong and having blue-sky ideas. And we poor production and marketing people, who are actually making the profits, have to subsidize these guys! But of course, one of the things that we know is that that kind of blue-sky, just pure, research actually pays off in the long run.

<http://freakonomics.com/2014/05/22/think-like-a-child-a-new-freakonomics-radio-podcast/>

### **Invisibilia – The Power of Categories**

In this podcast the hosts examine how categories define us — how, if given a chance, humans will jump into one category or another. People need them, want them. This show looks at what categories provide for us. This topic is very interesting when you think about the people you work with, and the categories they put themselves in and put each other in.

<http://www.npr.org/programs/invisibilia/384065938/the-power-of-categories?showDate=2015-02-06>

### **JOE'S RECOMMENDED READING – RECENT ARTICLES**

**Is this meeting Necessary?** by Douglas Merrill

<http://www.forbes.com/forbes/welcome/#3e4f33463eb6>

**Difficult Coworker? One Quick Way to Turn the Relationship Around** by Sabina Nawaz

<http://www.forbes.com/sites/sabinanawaz/2015/02/19/difficult-co-worker-one-quick-way-to-turn-the-relationship-around/#33dfb8151009>

**How to Escape the Cult of "Busy"** by Janet Chol

<http://lifehacker.com/5994072/how-to-escape-the-cult-of-busy>

**5 Minutes Early Is On Time; On Time Is Late; Late Is Unacceptable** by Brent Beshore  
[http://www.forbes.com/sites/brentbeshore/2015/08/02/5-minutes-early-is-on-time-on-time-is-late-late-is-unacceptable/?utm\\_campaign=Forbes&utm\\_source=FBPAGE&utm\\_medium=social&utm\\_channel=Entrepreneurs&linkId=19204202#430261ebd422](http://www.forbes.com/sites/brentbeshore/2015/08/02/5-minutes-early-is-on-time-on-time-is-late-late-is-unacceptable/?utm_campaign=Forbes&utm_source=FBPAGE&utm_medium=social&utm_channel=Entrepreneurs&linkId=19204202#430261ebd422)



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### MIKE'S RECOMMENDATIONS FOR QUICK READS AND TED TALKS

**What Makes a Leader?** <https://hbr.org/2004/01/what-makes-a-leader>

**How Emotional Intelligence Became a Key Leadership Skill**  
<https://hbr.org/2015/04/how-emotional-intelligence-became-a-key-leadership-skill>

**Disruptive Leadership** - In this hour, TED speakers talk about what it takes to become a leader and shake up the status quo.  
<http://www.npr.org/programs/ted-radio-hour/261084166/disruptive-leadership>

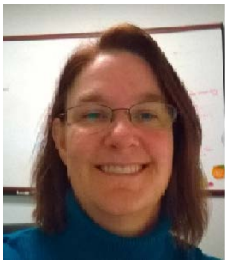
**Why Good Leaders Make You Feel Safe?** - What makes a great leader? Management theorist Simon Sinek suggests, it's someone who makes their employees feel secure, who draws staffers into a circle of trust. But creating trust and safety — especially in an uneven economy — means taking on big responsibility.  
[https://www.ted.com/talks/simon\\_sinek\\_why\\_good\\_leaders\\_make\\_you\\_feel\\_safe?language=en](https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe?language=en)

**The 7 Ted Talks every leader should watch.**  
<http://www.inc.com/kevin-daum/the-7-ted-talks-every-leader-should-watch.html>

**5 Radical Leadership Moves**  
<http://www.inc.com/john-brandon/5-lessons-in-radical-leadership-from-the-quick-and-nimble-author.html>

## MIKE'S FAVORITE QUOTES

- “You manage things; you lead people.”—Rear Admiral Grace Murray Hopper
- “Leadership is the capacity to translate vision into reality.”—Warren Bennis
- “No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can’t ignore it.”  
—Jack Welch
- “Leadership’s First Commandment: Know Thyself.” —Harvard Business Review
- “A great leader’s courage to fulfill his vision comes from passion, not position.” —  
John Maxwell
- “Leaders influence the team’s mood. The team’s mood drives performance. What’s your conclusion?” — Joshua Freedman



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## PATTERSON'S READING RECOMMENDATIONS

**First, break all the Rules** Marcus Buckingham and Curt Coffman

**Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others** by James M Kouzes and Barry Z Posner

**The One Minute Manager** by Ken Blanchard and Spencer Johnson

## PATTERSON'S FAVORITE QUOTE

- “If you want to go fast, go alone. If you want to go far, go together.”—African Proverb





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## MARY ANN'S RECOMMENDATIONS FOR GREAT READS ABOUT AMAZING LEADERS

I recommend two books that I absolutely love. Both are great works of non-fiction, not about the topic of leadership per se, but about true leaders in action.

### Endurance: Shackleton's Incredible Voyage by Alfred Lansing

This is the story of the 1914 voyage of polar explorer Ernest Shackleton and his 27-man crew, whose ship became locked in ice in Antarctica for nearly a year, and was finally crushed between ice floes. With minimal supplies and freezing temperatures, the crew made it in life boats to Elephant Island, where they camped awaiting rescue. Captain Shackleton and a skeleton crew journeyed over 850 miles over land and sea to the nearest bastion of civilization. The entire ordeal in Antarctica from the date they became entrapped in ice until the date of rescue lasted a year and a half. Amazingly, despite gangrene, frostbite, health issues, and food shortages, all the men on the rescue mission and those marooned on elephant Island survived due to Shackleton's leadership and determination.

### The Big Burn: Teddy Roosevelt and the Fire that Saved America by Timothy Egan

After a long, hot summer and extended drought in August of 2010, the national forests of Washington, Idaho, and Montana began to burn. The many small blazes coalesced into a conflagration that could not be controlled by the fledgling National Forest Service. The fire serves as a backdrop to Washington politics, and the persistence and leadership exercised by Teddy Roosevelt and Chief Forester, Gifford Pinchot, to promote conservation and preservation of public lands.

## MARY ANN'S FAVORITE QUOTES

These succinctly define leadership (there are also tons of leadership quotes on the websites of [Pinterest](#), [Brainy Quote](#), and [Good Reads](#)):

- "If your actions inspire others to dream more, do more, and become more, you are a leader." — John Quincy Adams
- "It is better to lead from behind and put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. The people will appreciate your leadership." — Nelson Mandella

- “Management is doing things right: leadership is doing the right things.” —Peter Drucker
- “The manager accepts the status quo: the leader challenges it.” —Warren Bennis
- “The task of a leader is to get his people from where they are to where they have not been.” —Henry Kissinger
- “If you want a quality, act as if you already have it.” —William James
- “Management is about arranging and telling. Leadership is about nurturing and enhancing.” —Tom Peter
- “Leadership is the art of getting someone else to do something you want done because he wants to do it.” —Dwight D. Eisenhower
- “When placed in command, take charge.” —Norman Schwartzkopf
- “A leader who does not hesitate before he sends his nation into battle is not fit for leadership.” —Golda Meir
- “Leadership cannot be taught. It can only be learned.” —Harold S. Geneen