

Companion Guide

This bibliography explores the leadership archetypes discussed in the book *Winning from Within* by Erica Ariel Fox

THE DREAMER

For an overview see Chapter 5 “Possibilities: See your Dreamer’s Vision” in [Winning from Within](#) by Erica Ariel Fox

Featured Organizations: Zappos & Pixar

Zappos CEO’s Tony Hsieh’s book [Delivering Happiness: A Path to Profits, Passion, and Purpose](#), part memoir, part business book. See also the *WSJ* review [here](#). Watch a [30-minute interview](#) with Hsieh. Pixar: See [Creativity, Inc.](#) by Pixar President Ed Catmull; “one of the half-dozen best books that have been written about creative business and creative leadership. Ever.” Click here for [the full article](#) in *Forbes*. See also *HBR* article [“How Pixar Fosters Collective Creativity”](#)

On purpose and vision

- *HBR* article [“From Purpose to Impact”](#) How to find your purpose and put it into action. Fewer than 20% of leaders have a strong sense of their own individual purpose and yet it’s fundamental to individual and organizational health
- Deeper investigation on finding your purpose, [True North: Discover your Authentic Leadership](#) by Bill George. [Click here](#) for an outline of the key ideas
- Paulo Coelho’s modern classic [The Alchemist](#); Listen to [“The Alchemy of Pilgrimage”](#), a 50 minute interview with the author and Krista Tippett

On innovation, creativity and exploring possibilities

- Key thinkers: Michael Gelb, Clayton Christensen, Linda Hill
- Michael Gelb [“How to Think Like da Vinci”](#), 5-page book excerpt in the *Mobius Strip*
- Christensen’s website introducing key concepts of [disruptive innovation](#), including videos
- Excellent, practical manual of techniques: [Thinkertoys: A Handbook of Creative Thinking Techniques](#) by Michael Michalko
- TED Talk from Linda Hill: [“How to Manage for Collective Creativity”](#)
- [Building the Future: Big Teaming for Audacious Innovation](#) by Amy Edmondson and Susan Salter Reynolds. [Click here](#) for an excerpt in the *Mobius Strip*
- *McKinsey Quarterly* article [“Delighting in the Possible”](#) by Zafer Achi and Jennifer Garvey Berger, summarizes ideas from Garvey Berger’s book [Simple Habits for Complex Times: Powerful Practices for Leaders](#)

On inspiring others with the vision (storytelling and creating meaning)

- *McKinsey Quarterly* article on the importance of stories and [“Increasing the Meaning Quotient of Work”](#)
- [TED talk](#) based on the excellent research within Harvard Professor Teresa Amabile’s [The Progress Principle](#)
- The work of Stephen Denning on leadership storytelling. [Forbes article](#) and [HBR article](#). For more resources, [click here](#)
- Interview in *The Focus* magazine: [“The CEO as a mastermind narrator: If you are not telling your story someone else will tell it for you”](#) by Luciano Floridi

THE THINKER

For an overview see Chapter 6 “Perspectives: Understand Your Thinker’s Insight” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: Santa Fe Institute, independent science and technology think tank. [Click here](#) for their series of video lectures, including talks about what we can learn from deadly diseases, what smart machines learn from people and how Mayan culture is relevant to the modern world

On overcoming thinking errors & how to think clearly in a complex world

- The work of Professor Max Bazerman on overcoming cognitive blind spots. For the *HBR* article and a 50-minute companion webinar [click here](#). For a book review, click [here](#).
- [Mastermind: How to think like Sherlock Holmes](#) by Maria Konnikova. Read this [review of the book](#) in *The Guardian*
- Browse [Scientific American blogs](#) about the mind, including how exercise improves cognition and understanding marketing illusions
- [Five Elements of Effective Thinking](#) by Mathematics Professors Edward Burger and Michael Starbird. [Click here](#) for a high level summary in *The Washington Times*; watch a [4 minute video](#) of Burger
- Part IV: “Thinking” from [How to Have a Good Day](#) by Caroline Webb. Synthesizes latest from behavioral science (combining psychology, behavioural economics and neuroscience) on how to make wise decisions and reach insight
- [The Checklist Manifesto: How to Get Things Right](#) by Atul Gawande. [Click here](#) for short reviews from Malcom Gladwell and others. Lessons from a surgeon: “Gawande begins by making a distinction between errors of ignorance (mistakes we make because we don’t know enough), and errors of ineptitude (mistakes we made because we don’t make proper use of what we know). Failure in the modern world, he writes, is really about the second of these errors ... Experts need checklists—literally—written guides that walk them through the key steps in any complex procedure.”
- A clever and comprehensive online resource for problem solving tactics: “[Over Fifty Problem Solving Strategies](#)” Explained by John Malouff Ph.D., Professor at UNE, Australia at the School of Behavioral, Cognitive and Social Sciences

On considering multiple perspectives – including harnessing the multi-generational workforce

- “[5 Ways Millennials Are Like No Other Generation](#)” and related articles from [Entrepreneur Magazine](#)
- *HBR* advice for “[Managing People from 5 Generations](#)”
- Excellent piece from Simon Sinek [on challenges millennials face](#) in the British Airways magazine, *Business Life*
- Classic work from the innovator, physician and psychologist Edward De Bono, [How to Have a Beautiful Mind](#), includes generating alternatives & ‘6 hats’ of parallel thinking
- Importance of adopting multiple perspectives, see *McKinsey Quarterly* article, “[Decoding Leadership: What really matters](#)”

THE LOVER

For an overview see Chapter 7 “Feel your Lover’s Heart” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: Pal’s Sudden Service. A fast food chain becoming a cult thanks to the human touch: “rediscovering the power of human connection in a world that is being reshaped by technology. Put simply, we're now in a world where it's just as important to be kind as it is to be clever.” Click here for [the full article](#). See also the *Inc.* [article](#)

On emotions and wellbeing

- Key thinkers: Daniel Goleman, Brené Brown, Kristen Neff
- Daniel Goleman’s work is prolific and covers many topics related to the top executives’ primal task: emotional leadership. For a book capturing his selected readings see [Leadership: The Power of Emotional Intelligence](#). [Click here](#) for a 5-minute video capturing a few of his key ideas. [Click here](#) for more resources
- TED talk that made researcher and storyteller Brené Brown famous on “[The Power of Vulnerability](#)”. [Click here](#) for a repository of her complete work including books, articles and videos. See for example, the brilliant 3 minute RSA short video on “[Empathy vs Sympathy](#)”
- Kristen Neff has focused her life’s work on self-compassion, [her website](#) offers a self-assessment tool, a list of practices for developing self-compassion and an excellent bibliography. Read an article about her work in *The Atlantic*, “[Why Self-Compassion Works Better than Self-Esteem](#)”

On collaboration and engaging with others

- Brief *HBR* overview “[7 Tips For Difficult Conversations](#)” based on the book [Difficult Conversations: How to Discuss What Matters Most](#) by Stone, Douglas, Patton, and Heen. See also [Crucial Conversations: Tools for Talking When Stakes are High](#) by Patterson, Kerry, Grenny, McMillan, Switzler. [Click here](#) for a book summary
- [How to Have a Good Day](#) by Caroline Webb. See Part III: Relationships (building rapport, resolving tensions and bringing the best out in others) and Part V: Influence
- Diana McLain Smith’s work [Divide or Conquer: How Great Teams Turn Conflict into Strength](#). [Click here for her talk](#) in the series from *Stanford Social Innovation Review*
- Adam Grant’s book [Give and Take: Why Helping Others Drives Our Success](#); [click here](#) for an interview capturing some of the key ideas; for more resources visit the author’s website.
- On the art of listening: Read the classic essay “[Tell Me More: The Fine Art of Listening](#)” by writer Brenda Ueland

Other interesting Lover material

- Andre Agassi’s [Open: An Autobiography](#). See the [review](#) in *The Wall Street Journal*. The tennis player explores his relationships, what affect these had on his rise to fame, how he was able to reconcile with his father and devote himself to humanitarian causes. Considered a superb memoir of an extraordinary life
- Book (and major motion pictures) [The Blind Side: Evolution of a Game](#). Biographical sports story from ‘one of the premier chroniclers of our age’, journalist Michael Lewis. True story of poor, illiterate teenager whose fierce protection of those he loves becomes his greatest asset on the football field

THE WARRIOR

For an overview see Chapter 8 “Performance: Carry Your Warrior’s Sword and Shield” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: The Energy Project. For the latest on managing energy, the trouble with multi-tasking and how to sustain high performance over time, visit The Energy Project’s resources including a [regular blog and case studies](#) of addressing employee energy at Google, Ernst & Young and Wachovia

Warrior disciplines

- On productivity: the classic [Getting Things Done: The Art of Stress-free Productivity](#) by David Allen. [Click here](#) for the video, and the more recent [Doing the Right Things Right: How the Effective Executive Spends Time](#) by Laura Stack
- [How to Have a Good Day](#) by Caroline Webb. See Part II: Productivity; Part VI: Resilience; Part VII: Energy
- [The Power of Habit](#) – click for a short introductory video from the author of this book, Charles Duhigg, on why we do what we do and the power of habit
- [Willpower: Rediscovering the Greatest Human Strength](#) by Roy Baumeister & John Tierney. “In what became one of the most cited papers in social science literature, [the author] discovered that willpower actually operates like a muscle: it can be strengthened with practice and fatigued by overuse.” Read a book excerpt [here](#). Watch a [video](#) introducing the key idea.
- [The Oz Principle: Getting Results Through Individual and Organizational Accountability](#) by Connors, Smith and Hickman. [Click here](#) for a brief podcast giving an overview of the book
- See the blog summary from HBR “[Performing a Project Premortem](#)” by Gary Klein
- [The Hard Thing about Hard Things: Building a Business When there are No Easy Answers](#) by Ben Horowitz. Read the *New York Times* [book review](#)

The qualities of and lessons from Warriors

- [Deep Survival: Who Lives, Who Dies and Why](#) by Laurence Gonzales. Listen to this [half hour podcast](#) with the author which covers the main ideas and exceptional stories from the book. Like why 6-year olds tend to survive
- Wonderful tribute to [Muhammad Ali in GQ Magazine](#) which doesn’t sugar coat some of this warrior’s shortcomings
- War correspondent Sebastian Junger tells Sunday TODAY’s Willie Geist that war traumatized him and nearly killed him, but also says it enabled him to become a “full human being” and understand pain. [Click here for video](#)
- [Unbroken: A World War II Story of Survival, Resilience, and Redemption](#) by Laura Hillenbrand. Listen to the *Weekend Edition* on NPR for a 10 minute [author interview & to read a book excerpt](#)

THE LOOKOUT

For an overview see: Chapter 9 “Perception: Awaken Your Lookout” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: The Center for Contemplative Mind in Society. While focused on bringing the contemplative arts and reflective practices to higher education, this organization has useful resources for everyone. Visit the [“tree of contemplative practices”](#), refer to [attending retreats](#) for listings and testimonials

On ‘being centered’, differentiating, and becoming the observer of your inner state

- Key thinkers: Ellen Langer, Sharon Salzberg, Jonathan Kabat Zinn
- Salzberg’s short and entertaining animation [“How Mindfulness Empowers Us”](#) and [a website](#) with a wealth of her resources
- Langer’s [bestseller](#) and a review of [her life’s work](#) in *Harvard Magazine*
- Bill Moyer’s series “Healing and the Mind” takes a look at the [work of Kabat Zinn](#)
- Mindfulness is a critical tool for the Lookout; there are thousands of excellent articles on the subject – here’s two that sum up the long list of benefits [“Mindfulness Meditation Benefits”](#) in the *Huffington Post* and [“What Does Mindfulness Do to Your Brain”](#) in *Scientific American*
- For why Plato says it’s important that we spend time staring out the window, [Click here](#) for the 2-minute video; a quirkier take can be found in this 8-minute review of [“The Philosophy of Bill Murray”](#)
- Two highly engaging memoirs that get to the heart of the topic: [Teach us to Sit Still: A Sceptic’s Search for Health and Healing](#) by Tim Parks and [10% Happier: How I Tamed the Voice in My Head, Reduced Stress Without Losing my Edge, and found Self-Help that Actually Works](#) by ABC News Correspondent Dan Harris
- Dan Harris also offers a free [7-day introduction](#) to practicing mindfulness
- Excellent apps to download: [Headspace](#) (free and subscription service); [One-Moment Meditation](#) (free & takes 60 seconds)
- Two magazines (with free articles and subscription benefits): [Mindful Magazine](#) and for those interested in a spiritual / Buddhist approach [Lion’s Roar](#)
- [Bibliography](#): Kristen Neff’s website offers a very comprehensive list of additional resources

THE CAPTAIN

For an overview see: Chapter 10 “Presence: Let Your Captain Steer the Ship” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: Aligning purpose with masterful action: The Strozzi Institute for Embodied Leadership. The Institute offers training and resources. Its mission is “to produce leaders and organizations that embody pragmatic wisdom, skilful action, and grounded compassion; who can use conflict as a generative force.” [Click here](#) for a short video

On situational awareness and information overload

- Excellent 20-page [Training Guide](#) from the U.S. Coast Guard on developing situational awareness – the actions required to maintain it, clues that there’s been a loss of situation awareness, five barriers to it and three levels of human error
- [The Organized Mind: Thinking Straight in the Age of Information Overload](#) by Daniel Levitin. See [a review](#) in *The Wall Street Journal* including key ideas from the book.
- [Driven to Distraction at Work: How to Focus and Be More Productive](#) by Dr. Edward Hallowell. Read [an excerpt from the book](#) in the *Mobius Strip*

On cultivating presence

- Amy Cuddy’s work. Watch the TED talk [“Your Body Language Shapes Who You Are”](#). For more resources including her latest book, [click here](#)
- Article [“Developing Executive Presence through Grit, Grace and Gravititas”](#)

On stewardship and handling complexity

- Professor Amy Edmondson’s 2016 article [“Wicked Problem Solvers”](#) focuses on what Captains can do to enable innovation and sharing the vision. This short piece offers techniques that cut across the Big 4
- What makes complexity different from the complicated and what tactics might a leader adopt to navigate complex problems. Read the white paper, [“Leading in Complexity: What makes Complexity Different and How Can Leaders respond Effectively?”](#) by Johnston, Coughlin, and Garvey Berger
- On the extraordinary political skills of Abraham Lincoln, [Team of Rivals](#) by Doris Kearns Goodwin, see also the [major motion picture](#) by Spielberg
- Two must-read *HBR Classics* on Leadership: [“The Work of Leadership”](#) by Heifetz and Laurie (on adaptive challenges). [“What Leaders Really Do”](#) by Kotter (on the distinctions between management and leadership and why both matter)

Other Captain related titles

- [“Make Your Values Mean Something”](#) *HBR* article by Patrick Lencioni
- NPR Diane Rehms show, [listen to David Brooks](#) on his work *The Road to Character*. See also his [interactive website](#)
- [Centered Leadership: Leading with Purpose, Clarity and Impact](#) by Joanna Barsh and Johanne Lavoie. Introduces practical exercises to develop ‘centered leadership’ including how to create meaning, shift your mindset, forge trust, engage others and manage your energy

THE VOYAGER

For an overview see Chapter 11 “Path: Grow Your Voyager” in [Winning from Within](#) by Erica Ariel Fox

Featured Organization: [Minds at Work](#) bringing the work of Dr. Kegan and Dr. Lahey to the individual and organizational changes that we struggle to address despite heartfelt efforts. Visit Harvard’s archive of [the online course](#) about how to tackle the “immunity to change”

The inner journey: lifelong learning and neuroplasticity

- Key thinker on adult learning: Chris Argyris. See [“Teaching Smart People to Learn”](#) the 1991 *HBR Classic* and [“The Pioneering Thinking of Chris Argyris”](#) in the *FT.com* by Professor Roger Martin
- Listen to Barbara Oakley’s *Google Talk* on [how we learn](#)
- Key thinkers on neuroplasticity: Carol Dweck, Dan Siegel, Michael Merzenich
- Dweck’s TED talk: [“The Power of Believing You Can Change”](#) author of [Mindset: The Psychology of Success](#). Additional resources [here](#)
- [60 minute podcast interview](#) with the author of [Soft Wired: How the New Science of Brain Plasticity Can Change your Life](#), Michael Merzenich, a pioneer in the field of brain plasticity
- [Mindsight: The New Science of Personal Transformation](#) by Daniel Siegel. [Click here](#) for the TED talk
- Sharon Begley’s [Train Your Mind, Change Your Brain: How a New Science Reveals Extraordinary Potential to Transform Ourselves](#)
- [Your Brain and Business: The Neuroscience of Great Leaders](#) by Srinii Pillay, including the neuroscience of fairness, trust and coaching others

On changing your narrative

- *Scientific American* article [“How to Improve Your Life with Story Editing”](#) by Timothy Wilson
- [The Power of Story: Rewrite Your Destiny in Business and in Life](#) by Jim Loehr
- Video and short article in *The Focus* magazine: [“In Search of Self: Throughout our life stories, we shape the chief protagonist – ourselves”](#) by Julian Baggini, founder of *The Philosopher’s Magazine*
- Explore the hero’s journey: [The Power of Myth](#) by Joseph Campbell and Bill Moyers. Videos from [the television series](#). For the Heroine’s Journey, [click here](#)

On navigating change and major transitions

- Must-read article by Kegan and Lahey, [“The Real Reason People Won’t Change”](#) in *HBR*
- Professor Ibarra’s *Working Identity*; [summary of the book](#): “Nine Unconventional Strategies for Reinventing your Career”
- The traps of high achievement, Professor Thomas DeLong’s [Flying without a Net](#), [click here](#) for an excerpt in *Fast Company*
- [Living Your Unlived Life](#) by Johnson and Ruhl. See the [author’s website](#)
- William Bridges on [Transitions: Making Sense of Life Changes](#)