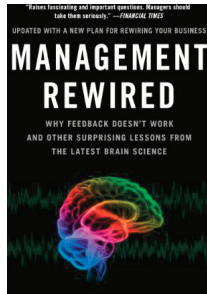


FOUNDATIONAL BOOKS

Management Rewired

by Charles Jacobs

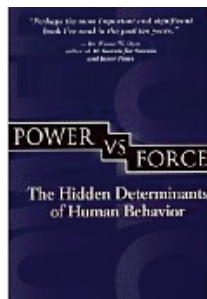
Jacobs outlines how the latest developments in brain science transform our understanding of the way people think, act and feel. He demonstrates that a blend of emotions and logic, rather than logic itself, leads to better business decisions. Each of us sees the world differently, with a wide range of views about everything, and hence direct actions do not create the desired results. His tools for listening to the voices closest to the customer and closest to the machine are powerful.



Power vs. Force

by David Hawkins (founding advisor)

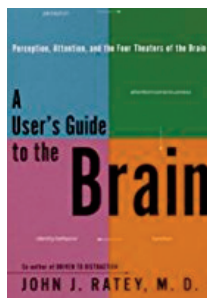
This book played a critical role in the founding of RapidChange. Dr. Hawkins graciously gave the founders permission to use the Courage Scale in our Fundamentals class. It serves well as a visual gauge to assess the emotions displayed by ourselves and others and is based on Hawkins years of observational studies, including 3 years sitting in on meetings at Owens-Illinois. Hawkins and Linus Pauling developed the study that demonstrated how working men and women suffer heart attacks on different days, driven largely by how they process stress.



A User's Guide to the Brain

by Dr. John Ratey (founding advisor)

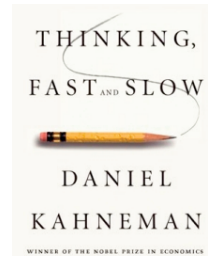
Harvard's Ratey has condensed years of research into a surprisingly practical book. He introduces the Triune Brain Theory, originally advanced by Paul MacLean, as the brain's information interpreting system. He updates and expands the theory into a set of sequential questions our brain asks about the input it receives. He is careful to direct his explanations to all, creating a framework that readers can use to tune their own systems.



Thinking, Fast and Slow

by Daniel Kahneman

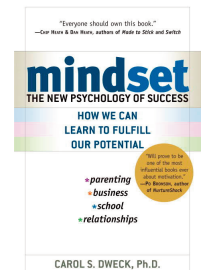
Kahneman, recipient of the Nobel Prize in Economics for work that challenged the rational model of decision making, is one of our most important thinkers. His ideas refine Ratey's sequential model into two neural Networks: Reactive is fast, intuitive, and emotional; Responsive is slower, more deliberative, and more logical. He demonstrates how this knowledge can have a profound impact on many fields—including economics, medicine, and politics.



Mindset

by Carol Dweck

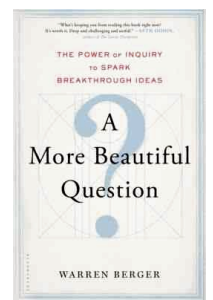
Stanford Psychiatrist Dweck's research greatly advances the work of Hawkins, Ratey and Kahneman into a set of behaviors and approaches that high performing companies are now adopting to manage today's diverse, dispersed and driven workforce. Her simple, practical recommendations show how it is possible for empowerment and accountability to co-exist in the modern workplace.

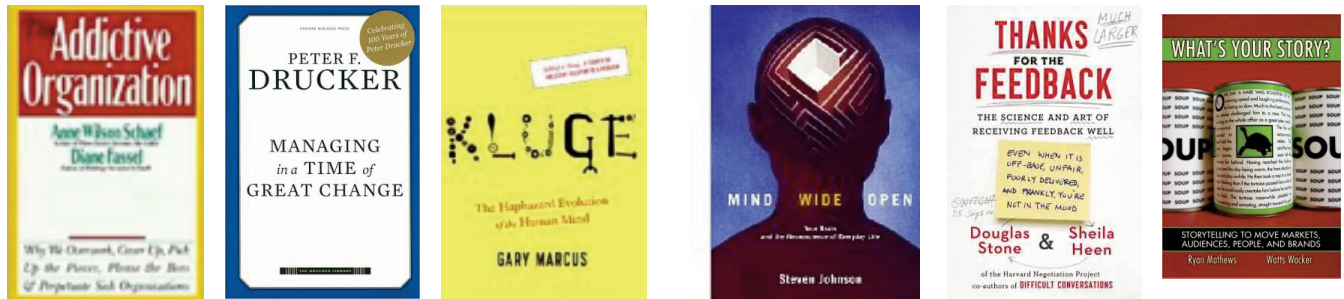


A More Beautiful Question

by Warren Berger

In this groundbreaking book, innovation expert Warren Berger shows that one of the most powerful forces for igniting change in business and in our daily lives is a simple, under-appreciated tool—one that has been available to us since childhood. Questioning—deeply, imaginatively, “beautifully”—can help us identify and solve problems, come up with game-changing ideas, and pursue fresh opportunities. So why are we often reluctant to ask “Why?” As advisors our most critical job is to ask the right questions that lead to new and deepend insights.





INFLUENTIAL RESEARCH

The Addictive Organization

by Anne Schaef

Schaef shows how managers, workers, and organization members exhibit the classic symptoms of addiction: denying and avoiding problems, assuming that there is no other way of acting, and manipulating events to maintain the status quo. Her approach recommends treating some departments as you would “addicts.” She was among the first researchers to attach monetary costs to disruptive workplace behaviors.

Managing in a Time of Great Change

by Peter Drucker

For more than half a century, Drucker's landmark essays have inspired and educated managers—and influenced the nature of business. In this HBR re-issue, Drucker offers advice to executives – including “culture eats strategy for breakfast” – for thriving in the global business environment of the future, covering such topics as teamwork, metrics, uses of feedback and change management approaches.

Kluge

by Gary Marcus

Why are we subject to irrational beliefs, inaccurate memories, even war? We can thank evolution, Marcus says, which can only tinker with structures that already exist, rather than create new ones. Natural selection favors genes that have immediate advantages rather than long-term value. Marcus calls the brain a kluge, a term engineers use to refer to a clumsily designed solution to a problem. Thus, memory developed to respond with immediacy, rather than accuracy; one result is erroneous eyewitness testimony in courtrooms.

Mind Wide Open

by Steven Johnson

This is an engaging account of Johnson’s foray into edgy brain science. He sees recent laboratory revelations about the brain as crucial for understanding ourselves. Memory, fear, love, alertness—all the multitude of states housed in our brains are shown to be the results of chemical and electrical interactions constantly changed by input from our bodies. Ignoring biology, he argues, costs companies dearly.

Thanks for the Feedback

by Sheila Heen and Douglas Stone

We know that feedback is essential for healthy relationships and professional development—but we dread it and often dismiss it. That’s because receiving feedback sits at the junction of two conflicting human desires. We do want to learn and grow. And we also want to be accepted just as we are right now. Heen offers a powerful framework to take on life’s blizzard of annual evaluations, and unsolicited advice.

What’s Your Story?

by Watts Wacker (advisor, retired) & Ryan Mathews

Why did Google have an executive whose title was “Chief Storyteller”? Because they knew that if you don’t own your own story someone else will be telling it for you. Usually it will be your competitor or someone who doesn’t understand you or your company. Every company has different stories – the employee story, the customer story, the investor story. The more those stories can align with the companies true values and ethics the easier it is for leadership to manage. When one or more become inconsistent, the book on the company’s future can quickly close.

IMPORTANT CONCEPTS

Quiet Leadership

by David Rock

Improving the performance of your employees involves one of the hardest challenges in the known universe: changing the way they think. Rock proves that the secret to leading people (and living and working with them) is found in the space between their ears. "If people are being paid to think," he writes, "isn't it time the business world found out what the thing doing the work, the brain, is all about?"

The Advantage

by Patrick Lencioni

There is a competitive advantage out there, arguably more powerful than any other. Is it superior strategy? Faster innovation? Smarter employees? No, Lencioni argues that the seminal difference between successful companies and mediocre ones has little to do with what they know and how smart they are and more to do with how healthy they are. The question is how well do all those smart people get along.

Made to Stick

By the Brothers Heath

How do we keep people engaged in their work? Why do some people always seem bored while others always seem eager to be engaged? Is there anything we can do about it? Chip and Dan Heath studied what companies do to keep their employees engaged and their customers interested in what they offer. Turns out the strategies aren't really that different from the brain's perspective.

How We Decide

by Jonah Lehrer

The unexpected discoveries of neuroscience during the last 20 years can help us make the best decisions. Since Plato, philosophers have described the decision-making process as either rational or emotional: we carefully deliberate, or we blink and go with our gut. But as scientists break open the mind's black box with the latest tools of neuroscience, they're discovering that this is not how the mind works. Our best decisions are a finely tuned blend of both feeling and reason and the precise mix depends on the situation.

Brain Rules

by John Medina

Medina explains what scientists know for sure about our brains and how exercise, memory, sleep, and stress might influence the way we teach our children and the way we work. Medina offers tips on how to keep our neocortex engaged at work and at home. His approach is simple to follow and he has video on his website to accompany the book – anything to keep your attention.

Awesomely Simple

by John Spence

There is a difference between “complex,” which is the natural state of many systems, and “complicated,” which is what we create in an attempt to tame complexity. Often it fails and muddles things up. Spence reminds us that a thriving successful business is about doing the basics right and not just doing what feels good. Making things as simple as possible, and no simpler, is, as Einstein said, the necessary art of science.

On Being Certain

by Dr. Robert Burton

You recognize when you know something for certain, right? You "know" the sky is blue, or that the traffic light had turned green, or where you were on the morning of September 11, 2001—you know these things, well, because you just do. Neurologist Robert Burton shows that feeling certain—feeling that we know something—is a mental sensation, rather than evidence of fact. An increasing body of evidence suggests that feelings such as certainty stem from emotions, not logic. This should influence the style of all leaders to be much more open and inclusive; abandoning binary decision-making for a process that blends many answers to uncover the best answer.

Incognito

By David Eagleman

If the conscious mind—the part you consider to be you—is just the tip of the iceberg, what is the rest doing? Neuroscientist Eagleman navigates the depths of the sub-conscious brain to illuminate surprising mysteries: Why can your foot move halfway to the brake pedal before you become consciously aware of danger ahead? Why is it so difficult to keep a secret? And how is it possible to get angry at yourself—who, exactly, is mad at whom?

Point B

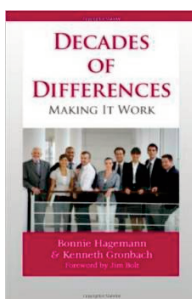
by Peter Bergman (advisor)

As we point out in our first module, 70 percent of all corporate change efforts fail because leaders have not thought through what to do when people resist the change. Is this failure inevitable? Absolutely not. Resistance is a by-product of the way we try to change *people* instead of having people change the system. Bergman tries to balance between stories you will enjoy and tactics you can implement, although in the end there's more story than tactic. It is a quick read, practical to use, it reveals the mindset, strategies, and steps that will enable you to lead people anywhere you need them to go - from point A to point B.

Decades of Differences

by Bonnie Hagemann

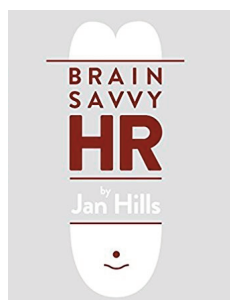
In August of 2014, the single largest group of Americans was 23-years-old. By the middle of 2015, so-called Millennials will be the largest generational cluster in the workforce. This will mark the first time in their adult lives that Boomers haven't been the biggest. The Millennials' views on everything is different from their "bosses;" from meetings to retirement, from loyalty to privacy and large corporations versus small companies is about to change businesses. Everything is about to change and Hagemann has a primer to make sure you are prepared.



Brain-Savvy HR

by Jan Hills

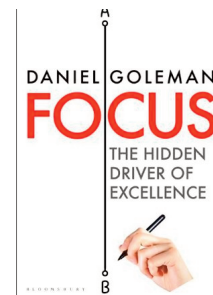
Why does HR need to be "brain-savvy"? This book guides you through how understanding basic neuroscience can help you be more successful. As HR professionals we spend a lot of time carefully planning our processes and policies. But when we crunch the numbers we're not being as effective as we should be. This book uses neuroscience to help you define the guiding sense of purpose that's a key feature of effective leadership. It shows how the latest research can improve your daily policies and practice. And gives you the insight and tools to maximise your own performance. With case studies from organizations that have been using neuroscience to solve their business problems



Focus

by Daniel Goleman

For more than two decades, psychologist and journalist Daniel Goleman has been scouting the leading edge of the human sciences for what's new, surprising, and important. In *Focus*, he delves into the science of attention in all its varieties, presenting a long-overdue discussion of this little-noticed and underrated mental asset that matters enormously for how we navigate life. Attention works much like a muscle: use it poorly and it can wither; work it well and it grows. In an era of unstoppable distractions, Goleman persuasively argues that now more than ever we must learn to sharpen focus if we are to contend with, let alone thrive in, a complex world.



Immunity to Change

by Robert Kegan & Lisa Lahey

Kegan and Lahey show how our individual belief – along with the collective mind-sets in our organizations – combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us.

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