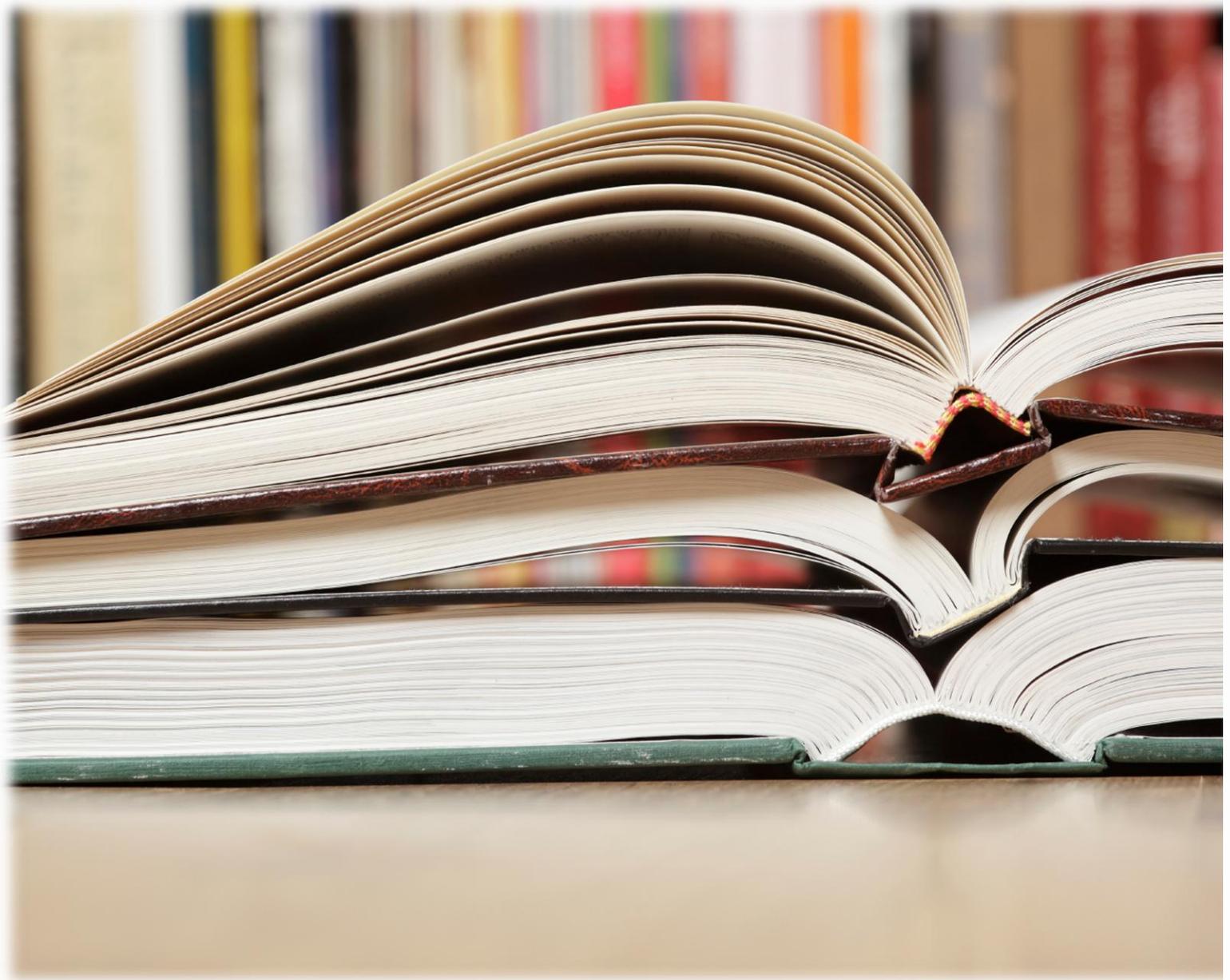


Books Worth Reading for Leaders in Criminal Justice



Edited by Darryl Plecas and Irwin M. Cohen

Volume 1

Preface

This collection of book reviews is from a graduate class on leadership and change management in the School of Criminology and Criminal Justice at the University of the Fraser Valley. The collection is simply offered for criminal justice professionals to learn more about how to become more effective leaders. The books chosen for review were not selected for any other reason than, in the opinion of the student writing the review, the book offered good advice for a criminal justice audience. With that in mind, the collection is an interesting one, because none of the books reviewed were written by criminal justice leaders or specifically for a criminal justice audience. Still, this collection of books is not surprising because most of what has been written about leadership applies to leading within organizations of all kinds. Even the most cursory review of the books selected for this collection will provide the reader with at least one very important take-away message and practice that can improve the way the reader leads.

In terms of leadership in criminal justice, there are plenty of indicators that there remains much to learn, integrate, and apply about what makes for a good leader. In this regard, while most all of the students who provided these reviews have extensive experience in the criminal justice system, few could come up with more than a few individuals that they would describe as good or great leaders. That is the underlying reason for putting this small collection together. Criminal justice needs and deserves great leadership. With this in mind, this collection is one small step towards encouraging all agencies and agents of criminal justice to learn more about what they can do to become more effective leaders. This is the first collection; our intention is to create a new collection with each subsequent class of graduate students from our Masters in Criminal Justice.

Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance by Heike Bruch and Brend Vogel, Harvard Business Review Press, 2010, 256 pages.

Reviewed by Jim Begley

The work performance of every individual has peaks and valleys in productivity based on the energy and enthusiasm of an individual at any given time. The individual that cannot manage that energy level appropriately risks becoming complacent, unorganized, and unfocused towards workplace goals. The leader or manager who does not monitor and manage staff energy levels risks having an unproductive or unfocused workforce. In their book *Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance*, authors Heike Bruch and Bernd Vogel contend that the sum of people's individual energy reflects directly on the "energy state" of the entire organization, and that leaders today must learn how to assess, motivate, and channel that collective energy towards success. They discuss and suggest strategies for leaders and managers to harness organizational collective energy toward achieving organizational goals and towards high performance.

In this book, organizational energy is defined as "the extent to which an organization (or a division or team) has mobilized its emotional, cognitive, and behavioral potential to pursue its goals" (2010: 1). This is about harnessing the energy that people bring to work every day, about improving morale, about increasing job satisfaction, and about encouraging a productive workplace. It is about capitalizing on that energy in the busy times, maintaining it during the quiet times, and continually refreshing and recharging that internal energy in people so as to be ready for the next challenge. In effect, this book is about leaders evaluating, monitoring, and supporting a healthy work environment where people work together to always do their best.

In their writing, the authors discuss the importance of evaluating and diagnosing an organization's "energy state", and how to recognize the positive and negative kinds of energy that exist in organizations. They discuss how to navigate and minimize the energy characterized by complacency, aggression, and cynicism in a workforce, as well as how to develop alert, healthy, and fully engaged staff all with a goal of improving both individual and organizational performance. Bruch and Vogel stress the importance of organizations having strong and insightful leaders who can recognize the importance of developing others as leaders, both formally and informally, within the context of creating a positive energy environment. They also critically examine the challenges associated with sustaining peak performance and the need to let negative energy people or naysayers go or leave the group.

To some more experienced managers, this book may appear to be a reinvention or parallel of the many books available on evaluation and strategic planning, and there is no doubt a strong element of that theme running through the book. However, what makes this book unique is the strong focus on managing internal communication and culture through strategic leadership, while building on the shared human energy potential of all staff levels in the organization. It is how leaders and managers look at their internal resources and energy levels, their morale, their will to succeed or do better, and how they

can develop positive internal energy in an organization that can make the difference between an organization slowly dying or forging ahead into the future with new and innovative ideas and energy.

Today, leadership, and in particular change leadership, is one of the toughest challenges any executive or manager can face. This book can serve as a refresher to veteran leaders, or a practical guide to those taking on their first leadership role. The principles and tools proposed by the authors reinforce the importance of the internal energy of the people within the organization, and encourage channeling that energy towards success. This book is written in an easy to comprehend style that provides examples and insight on several evaluation tools, such as the Organizational Energy Matrix and the Organizational Energy Questionnaire. In particular, the authors make good use of short vignettes to punctuate the writing with interesting anecdotes of success stories. Many of the positive stories and examples reflect the work of leaders and CEO's in globally known successful organizations, such as Lufthansa, BMW, Airbus, Hilti, and Tata Steel, and these short stories inspire the reader to think about how they might apply these examples to their situation. Within the writing, there are good links to the extensive bibliography of reference material, which is in itself a good source for anyone interested in researching organizational leadership and management.

Both authors are associated with the Institute for Leadership and Human Resource Management at the University of St. Gallen in Switzerland. Bruch is the founder and research director for the Organizational Energy Program while Vogel is the project manager. *Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance* is based on their extensive academic and field research as well as their experience working with organizations interested in progressive and ongoing positive change.

Ten Steps Ahead: What Separates Successful Business Visionaries From the Rest of Us by Erik Calonius. Portfolio/Penguin Group, USA, 2011, 256 pages.

Reviewed by Mike Pedrosa

Leading edge neuroscience has discovered how successful visionaries differ from ordinary people; it is all about the brain. In a new book entitled *Ten Steps Ahead: What Separates Successful Business Visionaries From the Rest of Us*, Erik Calonius investigates the brains of several visionaries, such as Steve Jobs, Richard Branson, Walt Disney, and others to explain the components of visionary thinking and how visionaries interact with the world around them.

The power of the book lies in Calonius' successful effort to combine profiles of true business visionaries with the careful data of leading edge brain science. The book is not simply a gushing tribute to successful change agents in the business world, but is a type of manifesto for the scientific revolution surrounding neuroscience and visionaries. The revolution includes a new discovery affirmed by neuroscientists, physicists, biologists, psychologists, psychiatrists, and even philosophers; the day of the mind has come. In the last 20 years, as Calonius explains, more has been learned about the biology of the brain and how it shapes our behaviour than has been known since the beginning of world history. The invention of and implementation of the fMRI has allowed for the recording of live "movies" of the brain in action, revealing that the 100 billion neurons in the brain work synchronously with a firing rhythm, and that specific parts of the brain are responsible for specific functions. Moreover, it was discovered that the brain is also related to our emotions. Indeed, as one reads through the book, one begins to understand that from the brain comes intelligence and consciousness, from consciousness comes thinking, and from thinking comes all human experience.

Calonius, a former editor and writer for the *Wall Street Journal*, *Fortune Magazine*, and *Newsweek Magazine*, also holds a Masters degree in Journalism, and has collaborated on a myriad of books, including *New York Times* Bestseller *Predictably Irrational*. Although he boasts much in the way of achievement, he does not allow his formal credentials to temper his natural gift to story tell. With a warm, welcoming tone, Calonius shares personal encounters he has had with some of the most remarkable business visionaries. His stories are supported by recent scientific research and describe the "elements of vision" that visionaries are born with and, as Calonius points out, everyone is able to develop. According to Calonius, the main components of the best business visionaries are within the reach of everyone and include awakening, seeing, intuition, courage, and luck.

Visionaries are 'awake' to what most people miss, and are able to think productively upward, like "cognitive rock climbing". Steve Jobs, for instance, looked at a graphical interface and saw the personal computer. Jeff Bezos learned the web population was growing at 2,000% per year and saw Amazon. Richard Branson was offered the lease of a single Boeing 747 and saw Virgin Galactic Airways, the world's first commercial space airline. Psychology now tells us that when we actively look for what we expect, we become blind to what is right before our eyes. Calonius explains this in simple yet scientific

language, describing how by pushing from one brain pattern to the next, visionaries find the highest, most sublime thought, and ‘see’ the pattern that is dancing right before everyone’s eyes. A visionary takes it from the mundane to the inspired.

Like a crafty writer with a love for science, Caloniuss tells how visionaries peddle intuition. What most people do not realize is that the conscious mind is never humming with high order thought—it makes lists and recalls events, and most of its thinking is enormously mundane. On the other hand, there is subconscious thought, where much of our decision-making occurs; muscles, joints, and skin signal the brain, neurons transmit to the cerebral cortex—every part of the body sends and receives information to and from the brain. Yet, we have always thought of the conscious mind as the commander in chief. Neuroscience now challenges this premise. While the body can absorb millions of pieces of information per second, the conscious mind processes only about 40 pieces of information per second. With plenty of rich anecdote, Caloniuss describes how the brain explains human intuition and prediction by filling in the gaps the rational mind fails to fill. Moreover, the subconscious mind draws from emotional intelligence, located in the amygdalae of the brain, and this is how decision-making is completed. Thus, the subconscious plays a bigger part in our daily decisions than previously believed. In effect, the subconscious is the commander in chief and the conscious mind is best described as the executive assistant.

One recent discovery in neuroscience makes this book complete; new synapse connections and neuron patterns. Studies have shown that learning has a biological basis. In other words, although the number of neurons in the brain decreases with age, the brain grows new synaptic connections throughout our lives. In effect, we can make our brains better every day by learning. In this way, the main elements of a visionary are awakening, seeing, intuition, courage, and luck, all of which can be mastered by anyone. There is no exclusive visionary club.

Through personal storytelling and with frequent reference to books and articles on leading edge neuroscience and psychological discoveries, Caloniuss profiles the brains of visionaries giving hope to all that a visionary brain is attainable. Today, the brain provides us more insight into the world than we ever realized before. To be visionaries, we need to start thinking about the way we think, improving how we awaken and see, how we feel intuition, or get lucky. Caloniuss grants the reader both an opportunity to discover how leading edge neuroscience explains visionary traits and a chance to attain these traits. Such prospects make reading this book very valuable.

Adapt: Why Success Always Starts with Failure by Tim Harford. Farrar, Straus, and Giroux, New York, 2011, 309 pages.

Reviewed by Yana Stratemeyer-Trinczek

According to author Tim Harford, adaptation is the key to success. Harford is an economist as well as a senior columnist for the Financial Times. He has written many articles, contributed to a number of television and radio productions, and has won four prestigious awards. *Adapt: Why Success Always Starts with Failure*, Harford's fourth and most recent book, is informally written and using many examples, his writing style is interesting, relatable, and easy to read. The underlying theme of the book uses the example of biology; in order for species of animals and plants to survive, they must rely on adaptation, variation, and selection. In other words, good ideas are born from trial and error, where one experiments with an idea, adapts it, attempts a variation of it, and selects the variations that are most likely to succeed. This book is a good read for new and experienced leaders who are looking to be change agents as it offers a very different perspective on the importance of adapting when failure occurs, as adaptation from failure can turn failure into success.

Harford begins the book by discussing why leaders often fail. He argues that we live in a much more complex world than ever before and that this level of complexity makes it increasingly difficult for leaders to make important decisions with the cost of failure being so high. In this regard, Harford observes that leaders must contend with great expectations placed upon them by their followers. This is important because if a leader cannot meet these expectations, he or she is considered to have failed as a leader. Harford uses President Barack Obama as an example of this. To date, President Obama has been under immense pressure to bring change to the U.S., an extremely complex task, and as we all know, change often takes time. Change at this level depends on many factors, some of which are not under the control of the President, or simply take a very long time. Thus, if we expect a leader to do more than she or he can, we will be let down when they fail to deliver, regardless of the time, resources, and supports available.

For Harford, the challenge for leaders is that "the more complex and elusive our problems are, the more effective trial and error becomes, relative to the alternatives" (2011: 35). However, trial and error is counterintuitive to how most organizations operate. Harford provides three essential steps for successfully adapting: "to try new things, in the expectation that some will fail; to make failure survivable, because it will be common; and to make sure that you know when you've failed" (2011: 36). It is this recipe that Harford reiterates in the examples he uses throughout the rest of his book.

Although this book discusses many examples within different contexts and settings, it also focuses on examples that relate to leading within organizations. Harford uses the example of the U.S. Army's Iraq mission, a mission that was saved from the brink of failure by a number of leaders who defied the informational hierarchy of the ideal organization and did what was needed. For Harford, the leader is the key to the success of any organization. If the leader makes good decisions, the organization will

succeed; if the leader makes bad decisions, the organization could fail. In order to make good decisions, Harford believes that leaders must be able to see the big picture, and must be able to see how all the pieces fit together. Moreover, a supportive team with a shared vision is essential to the leader.

Harford notes that although we instinctively view leadership in this way, this is potentially very dangerous. There are countless examples of how leaders simply could not make the right decision every time because they faced complex problems and adversaries with their own agendas. The moral of Harford's many examples is that, at times, it is the organizational hierarchy itself that is the biggest obstacle to change or making the right decisions. To combat this, Harford suggests that many organizations have begun to flatten their hierarchy, which has also had the benefit of increasing employee satisfaction. Moreover, Harford views failure not as a negative, but as an important tool for learning and moving forward. In discussing the failure of businesses, Harford states that "what is striking about the market system is not how few failures there are, but how ubiquitous failure is even in the most vibrant growth industries" (2011: 10). In other words, failure is everywhere and we may as well embrace it. Yet, many do not see failure this way.

In sum, Harford argues "trial and error is a tremendously powerful process for solving problems in a complex world, while expert leadership is not" (2011: 20). Yet, we tend to punish those who admit their mistakes and praise those who refuse to adapt. This is the main argument of this book. Harford characterizes poor leaders as those who cannot learn from their mistakes, who surround themselves with "yes men", and who refuse to listen to those on the ground. This contemporary book is inspiring, and well worth reading by anyone in or aspiring to a position of leadership.

**From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership
by Kevin Eikenberry and Guy Harris. Jossey-Bass, San Francisco, 2001, 282 pages.**

Reviewed by Jessica Urbina

From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership provides a thoughtful and attentive perspective on an individual's first leadership role. As the book explains, the challenges presented by this role are twofold; the increased responsibility of the job itself presents a learning curve that requires persistence and personal development, and the transition from employee (concerned about individual performance) to supervisor (concerned about the group's performance) is often accompanied by a transition from being friends with the group to leading the group. This book addresses the fear and uncertainty that people feel as they make the transition to a leadership role. As such, this book is a great transitional read for those who have recently made the transition into leadership and those about to embark on their first leadership experience. It provides practical yet unique suggestions that are intended to simplify the typically difficult transition from bud to boss.

From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership provides a road map to successful leadership. More specifically, it outlines six key points that not only assist in creating a successful transition to leadership, but assist the reader in achieving remarkable leadership. These six points are: succeeding in your transition to leadership; change; communication; coaching; collaboration; and commitment to success. The underlying lesson in each of the six key points is to believe in oneself and have the self-confidence to navigate the transition from friend to supervisor. Eikenberry and Harris maintain that to facilitate this transition, it is important to model appropriate behaviors, have proper communication with colleagues and former peers, and create an environment where teamwork and supportiveness thrive.

A valuable aspect of this book is that it provides a realistic account of the challenges associated with one's first leadership role, and forces the reader to be honest about the skills they bring to the position. This is accomplished by beginning each section with a self-assessment tool that provides the reader with the ability to assess their comfort and understanding of the skills to be presented in each chapter. Further self-assessments and questions are provided at the end of each chapter that encourage the reader to apply the skills presented in the chapter through fun and challenging assignments, such as maintaining a journal, conducting team and self-assessments, enhancing communication skills, expanding personal comfort zones, and to look for certain aspects of leadership and communication in the people around them, movies, or television.

Eikenberry and Harris also encourage active use of the skills presented to achieve better leadership. To assist in achieving this, the authors offer an interactive learning experience through the implementation of 'Bonus Bytes', an on-line application through the 'From Bud to Boss on-line Community'. 'Bonus Bytes' provide a deeper analysis and additional insights into particularly complicated aspects of leadership and, because it is an online application, double-checking and reinforcing lessons from the

book is easy and convenient. In order to make the information presented in the chapter more memorable, the authors have also included clever catch phrases called 'Remarkable Principles' that summarize the content of the chapter in one or two sentences.

From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership is highly recommended for individuals newly appointed to a position of leadership. The book provides practical insights and observations that are supported by research and theoretical discussions. The book is based on the premise that 'common sense isn't always common practice', and expand on common sense leadership principles that, if implemented properly and actively practiced, assist new leaders in their difficult transition to a position of leadership and the achievement of leadership qualities.

Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others by Justin Menkes, Esaress Holding, Ltd. Boston, Massachusetts, 2011, 191 pages.

Reviewed by Richele Doughty

A great leadership book is practical and research-grounded, and Justin Menkes' book, *Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others*, fulfills these requirements. Menkes delivers a well-researched and thoughtful exploration of the attributes that make great leaders. His book offers the necessary tools for surviving in today's pressure-driven society by recognizing and emphasizing the importance of performing 'better under pressure'.

Menkes works as a consultant for Spencer Stuart, an executive search consulting firm, where he advises boards of top leading companies about their CEO selection. *Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others* is his second book, his first being *Executive Intelligence: What All Great Leaders Have*. As a psychologist who has worked with the world's top CEOs, Menkes has spent years studying leaders who have demonstrated remarkable leadership. Menkes demonstrates the professional knowledge and psychological insight necessary for establishing his qualifications on the subject matter of leadership. His conclusions are based on in-depth interviews conducted with 60 CEOs who have worked for some of the largest companies in the world, including Johnson and Johnson, Avon, and the McDonald's Corporation. The candid, thoughtful stories provided in this book demonstrate how great leaders think and perform under pressure. Menkes is able to draw conclusions and make connections between their actions and the attributes essential to managing, enduring, and surviving difficult circumstances.

Although many leadership books focus on the characteristics of great leaders, many of these same leadership books fail to acknowledge the importance of the characteristics necessary for functioning under extreme pressure. In this book, Menkes focuses on the characteristics of leaders who have resisted making hasty decisions and who have performed optimally under pressure. He begins with a new definition of leadership as being the recognition of the potential in the leader and in the people they lead. He compliments this new definition by discussing the importance of learning how to realize individual potential and mastering it for the purpose of yielding lifelong success. According to Menkes, those who succeed are driven to pursue further success.

In his book, Menkes defines and explores the three catalysts necessary for maximizing a leader's potential. The first is 'realistic optimism' or the need to rationalize what is known with what is unknown, while maintaining a clear understanding of the actual circumstances. A sense of agency is also necessary as an individual must believe they are capable of changing their circumstances. The second catalyst, 'subsistence to purpose', refers to a leader's personal commitment to their cause and a shared purpose with their employees. Despite challenges, a leader must be able to remain focused on their goal and make the decisions that move the organization forward. The final catalyst necessitates 'finding

order in chaos', which emphasizes the importance of maintaining clarity, especially when under intense pressure. Despite difficult circumstances, a leader must be driven to find solutions that yield the best outcome.

Menkes leaves the reader with a summary of the concepts discussed throughout his book. He summarizes how each catalyst serves an individual in their pursuit of recognizing their potential. This book is worth reading as it emphasizes the need for leaders to bring out the best in themselves and others. The author includes thoughtful reflections and examples from CEOs that emphasize how they have used their skills to overcome obstacles. To compliment these rich examples, there are also self-assessment exercises that engage the reader and emphasize how to develop and deploy certain skills. Menkes also shares personal stories about his own life and experiences.

Menkes' book serves both leaders and those aspiring to become leaders as his concepts are accessible and can be easily understood by any reader. Menkes informal approach works, as he is able to deliver a clear message without the use of complicated jargon. The best part of his message is that each of the attributes demonstrated by successful leaders can be learned. This book is not a 'how to' guide for obtaining a leadership position, but provides the reader with the tools necessary for maximizing their individual potential. While anyone who wishes to learn about leadership will benefit from the lessons of this book, it is a great resource for business leaders.

Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change (2nd Edition) by Ester Cameron and Mike Green. GBR: Kogan Page Ltd., London, 2009. 383 pages.

Reviewed by Gabriel Theron

Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change is aimed at everyone who needs to understand why and how change happens, and what needs to be done to make change a welcoming concept. It offers insight into different ways to approach change, both at individual and at organizational level, utilizing models, tools, and techniques, guidelines, case studies, and learning points.

Cameron and Green request that the reader “try to create a space within yourself for considering a variety of perspectives, allow your own ideas and insights to emerge, rather than looking for ideas that you agree with” (4-5: 2009). Included is a variety of ‘Stop and Think’ questions to motivate the reader to really think about the theory and the practical implications to real life scenario’s, as well as several ‘food for thought’ ideas that further enhance the learning potential of this work. The tabled summaries at the end of each chapter are an excellent tool to revisit the discussions preceding it. The authors’ emphasize lessons learned from previous projects, but warn that it is important to find the right balance between what has worked elsewhere and what will work for the reader. They make it clear that there are no ‘one size fits all’ answers in their book, but plenty of new ideas, suggestions, and inspirations for reframing the traditional way of considering change.

The authors propose a leadership model that urges managers to balance three dimensions – outcomes, interests, and emotions. In doing so, this book is divided into several parts – part one covers the underpinning theory, part two the applications with scenarios and examples, and part three addressing the tension between overly planning and controlling change. What is a great asset of this book is that the reader can start exploring any one of the three areas without a need to start at chapter one and read through to the conclusion.

Part one of the book focuses on the individual, and emphasizes the notion that the individual is at the heart of the organization. It highlights how the individual experiences change, how to change behavior, and how to make change attractive, as well as acknowledging that people differ in their response to change. The authors also investigate resistance to change. These issues are addressed using practical examples applicable to a wide audience of readers. The authors also discuss teams, distinguishing teams from groups, and emphasize the need and benefit of building teams from all levels within an organization. Organizational change and how this change takes place in various organizations are also thoroughly discussed with a particular focus on organizations as a machine, a political system, and an organism constantly in a state of flux and transformation. This implies that managers can nudge and shape progress, but are rarely in full control of change. Next, the reader is introduced to the role of the leader in the change process, addressing the notions of visionary leadership, the different roles leaders

play, leadership styles and skills, the need for different types of leadership at different stages of change, and the importance of self-knowledge and inner resources.

In part two of the book the authors identify generic change scenarios. They address strategic change process and restructuring. Here, they point out that restructuring should only take place as a result of a change in strategy, and outline the concepts of success factors, design options, and risk assessment. The “special case of redundancy” is scrutinized in terms of how it affects those individuals made redundant and those who survived. Turbulence during restructuring is one thing that cannot be avoided, but how it is managed typically is the test of how well one can lead the change. Mergers and acquisitions, their various types, the reasons, advantages, and disadvantages of these actions, and organizational implications are then discussed. Here, the authors discuss cultural change and provide specific guidelines through case studies for achieving successful cultural change. In this section of the book, the authors also discuss the role of information technology (IT). According to the authors, IT management skills should be present throughout the organization, rather than being left out of core decision making processes. The authors suggest steps for moving towards better IT management, and discuss the core competencies for IT managers and the need for IT change managers.

The final part of the book addresses emerging enquiries with the focus on complex change and whether there is a right way to manage change. Here, the authors discuss complex organizational changes from the perspective that there is not necessarily one right way in to facilitate complex change. Moreover, the authors discuss what to do when change goes wrong and the potential pitfalls associated with overly planned change.

In sum, this book is very valuable for leaders of all types of organizations. It provides guidelines and strategies to assist leaders develop leadership skills, build effective and efficient teams, and adapt and manage small and complex change.

Everyone Communicates Few Connect: What Effective People Do Differently by John C. Maxwell. Thomas Nelson, Tennessee, USA, 2010, 250 pages.

Reviewed by Jennifer Armstrong

As the title implies, this is a book about how to communicate better. More specifically, it is about five distinct principles and five practices to connect better. The five principles are: finding common ground; keeping communication simple; capturing people's interest; inspiring people; and staying authentic in relationships. Importantly, while the book has a business focus, the authors' main points are applicable to all kinds of relationships as demonstrated by the author's definition of connecting as "... the ability to identify with people and relate to them in a way that increases your influence with them" (2010: 3).

Overall, the subject matter throughout the book speaks to the issue of relationships with people, having attentiveness to people's needs, and seeing the value in those connections regardless of the person's position or the relationship that exists in the interaction. Noticeably, the leading objective of the book is to provide tools for the reader to follow as a guide to increase their influence with people. For those readers who wish to communicate more effectively, the tools within this book can be used quite generally.

The author asserts that relating to people and being relatable is important to the way in which people will naturally follow and listen. For example, being "human", sharing personal experiences, insights, and professional mistakes with other people develops rapport. This is central to building trust and a strong connection with people. Another significant message of the book is the emphasis on shifting away from thinking about oneself in terms of communication, and focusing on the other person as an opportunity. In this regard, Maxwell argues that communication should not be about having yourself heard or getting your message to people, but listening to what others have to say and responding to those messages. In effect, to communicate requires energy, and people commonly are more willing to take than they are to give. When the connection is made, people will listen more readily and will follow those that "give" to them. Maxwell views communication as something that can be used as an opportunity to give to people the time, energy, and the authenticity essential for later influence. The central message is that if a person wants to be influential, communication can be used as an opportunity to relate to and with people, but is most effective when one focuses on "giving" to the other person rather than "taking".

Yet another significant message of the book is keeping people interested. While this seems more specific to public or group speaking, it applies in any profession or personal interaction because, while having an audience engaged is beneficial for getting "buy in" or gaining influence from a business perspective, it can also be useful and beneficial from a general relationship perspective. Whether the interaction is with one person or a group, offering material that is interesting and engaging has the potential to create and maintain meaningful relationships. Using personal life examples is a simple way of communicating information, and, as Maxwell emphasizes, this is more effective than pushing complicated impersonal

facts. Through the establishment of a connection, the information being provided can be more effective in inspiring others.

The idea that connecting with people has the potential to increase influence is not a new one. In fact, it should be fairly obvious. Still, Maxwell offers important insights on how leaders and potential leaders can connect more effectively. In the course of doing so, the author highlights the idea of why focusing on those connections is important, regardless of the relationship with the person or group. In sum, this book is useful as a guide for effective interacting and as a tool for strengthening those interactions. *Everyone Communicates Few Connect: What Effective People Do Differently* is a great reference for the individual as part of professional development or for personal relations.

Innovative Intelligence: The Art and Practice of Leading Sustainable Innovation in your Organization by David Weiss and Claude Legrand. John Wiley & Sons, Ontario, 2011. 267 pages.

Reviewed by Catherine Byron

Rapid change and innovation are the keys to gaining a competitive advantage. Unlike invention, innovation is a process that creates something new. In their book *Innovative Intelligence*, Weiss and Legrand outline their process for innovative thinking. The authors explain that innovative thinking is unlike analytical thinking as it focuses on the question, rather than the solution. While analytical thinking works toward one best solution, innovative thinking assumes more than one approach to a problem and more than one solution. Innovative intelligence is seen as more than just creation; it is seen as a process that leads to implementation.

Dr. David S. Weiss and Claude P. Legrand are presidents of consulting firms specializing in innovation. Weiss is currently the Affiliate Professor at Rotman School of Management at the University of Toronto as well as Senior Research Fellow of Queen's University. Legrand is a leading expert in the field of practical innovation and the founding Program Director of the Centre of Excellence in Innovation Management at the Schulich Executive Education Centre.

In the first part of the book, Weiss and Legrand discuss what they term the 'innovation gap' or the "difference between the stated importance of innovation and the actual results in an organization" (2011: 4). To close the innovation gap, the authors argue that one must understand that innovation is a process, not an outcome. Next, there is a need for innovative leaders who know how to generate new and better ideas. Finally, leaders need to develop an innovative culture within the organization. Rather than simply stating these positions, the authors provide strategies for dealing with the innovation gap, such as implementing a systematic process of innovative thinking, role modeling innovation, and encouraging innovative thought throughout the organization. Of note, the authors argue that innovative thinking cannot be limited to just the organization's identified leaders, but must be encouraged among all employees.

The second part of the book focuses on the process of innovative thinking through four steps. The first step is to ensure everyone understands the project or issue. Next is to understand the root cause or challenges associated with success. This involves clarifying, mapping, or breaking down the issue into smaller parts. The third step involves idea generation or a systematic identification of solutions to the issue or project. According to the authors, this is a critical step as great ideas, inventions, and innovations are commonly formed as a result of approaching a problem in a new way. The final step involves implementing the plan. Once the idea or solution has been defined and accepted by all stakeholders involved, implementation must be carefully planned. This includes considering any risks involved and a considered response to foreseeable and unforeseeable changes.

The final part of the book is about making innovation happen. Weiss and Legrand emphasize the importance of the leader's role in fostering organizational innovative thinking. Again, critical to this is developing and nurturing a culture of innovation. This culture needs to be supported with trust, response to risk taking, effective communication, and openness. Leaders need to be aware of the organizational obstacles to innovation and work to remove them. To assist leaders in this, the authors outline the elements that enable an organization to commit to innovative thinking. The first enabler is a leader who can model a commitment to innovation to his team and guide innovative thinking. The second enabler is a targeted approach to accelerate cultural transformation supportive of organizational-wide innovative thinking. The third enabler is organizational practices that make innovation easier, such as innovation-dedicated resources. The fourth enabler is an innovation plan that allows for innovation to happen systematically. A well-structured innovation plan considers business objectives, the background and environment of the organization, boundaries for innovation, strategies and focus for innovation, possible actions and tools, sustaining efforts, and measuring the outcomes of innovation.

This book's overarching theme is that constant and consistent, well-managed innovation is critical for the success of any organization. As such, this book provides a guide for understanding the need for innovation, structuring an organization for innovation, and outlining the processes that successful organizations use to develop, manage, and support innovation. As a result, this book is a very useful guide for leaders of all kinds of organizations.

Leadership: 50 Points of Wisdom for Today's Leaders by General Rick Hillier.
Harper Collins Publishers Ltd, Toronto, 2010, 315 pages.

Reviewed by Bari Emam

General Rick Hillier is a man with several decades of experience as a soldier, and is a highly respected leader in the Canadian Armed Forces. Hillier draws from real life experiences to support each of the 50 points in the book, and his examples add to his credibility as a person whose advice can be valuable for those in leadership positions today. Hillier's main point is that leadership is all about people. He begins by explaining three types of leaders; those who can lead no matter what (the born leaders), those who cannot lead no matter what (the bad leaders), and those who can become leaders with the proper education, training, and mentoring. It is to this last category of leaders that Hillier's book is most applicable.

Hillier begins with the important characteristics of a leader prior to discussing how to lead. Although the 50 points of leadership are delivered in 50 short chapters, the book is divided into six parts; It's All About People, Leaders Think Long, What Works, Execution, Getting it Right, and Take Care of Yourself. Hillier organizes the 50 points under each of the aforementioned categories thus creating a practical and easy to follow formula for anyone who reads this book. Of note, all of the points addressed by Hillier apply to those in criminal justice leadership positions.

Hillier speaks about the challenges he faced as a leader in the Canadian Armed Forces. The issues of fiscal responsibility, accountability to the public, accountability to the men and women in uniform, and answering to other stakeholders are all issues that agencies of criminal justice face. Using Hillier's examples of how he dealt with the image issues of the Canadian Armed Forces and managed to bring the dark days of the Canadian Armed Forces to an end, leaders throughout the criminal justice system can benefit from Hillier's wisdom and follow his example in transforming their organizations.

Hillier's perspective is such that it covers a vast amount of ground, from his experiences as the person in charge of national emergencies in Canada and responding to natural disasters across the country to his role as a military leader internationally, such as in Afghanistan. Hillier's sense of realism combined with his optimism makes his 50 points of leadership very interesting. He touches on some of the most important and key elements of leadership, and by relating each point to relevant personal examples, he makes it easy to understand that if followed correctly, effective leadership can be achieved. Hillier's optimism is evident when he says that we can learn from both good and bad leaders.

Hillier is careful not to portray leaders as super humans and emphasizes the importance of teamwork and the need for strong support systems both at work and at home. In summary, this book is an easy read. He uses a well thought out yet a simple method of delivering his message. His points make sense and the examples he uses are well suited to expand on each of his points. This book can be an excellent

resource for leadership training. Hillier's character and credentials add credibility to the book, making it a must read for leaders and potential leaders.

The Anatomy of Ethical Leadership by Lyse Langlois. AU Press, Edmonton, 2011, 128 pages.

Reviewed by Dale Prokop

Lyse Langlois has authored an examination of ethical leadership by beginning her book with a history of managerial and human resource decisions in the contexts of modernity versus post modernity. A description of positivist, economy driven methods of human resource management so prevalent in the recent past is compared to current trends of values-based leadership and the inclusion of the concept of individualism when dealing with personnel issues. While acknowledging the advancement of ethics-lead models of situational assessments and resolutions, Langlois concedes a lack of comfortableness that many managers feel when attempting to advance ethics-based leadership in the current employee relations construct.

To counter this dilemma, Langlois develops a well-reasoned and qualitatively supported method of inputting exigencies and managerial actions through an ethics screening system that she labels T.E.R.A. (Towards an Ethical, Responsible and Authentic Trajectory). Drawing from an examination of various research and study limitations, the author formulates the application of three separate, but inter-related, ethic viewpoints of justice, care, and critique. Each category of ethics prompts examination from different perspectives encompassing not only the individual's relationship with the organization, but the effect the individual can have on the entity. It is proposed that the consideration of these ethical perspectives in human resource management will create a highly productive working environment.

Langlois's definition of ethics and the manner in which T.E.R.A is explained provides relevance to a general target audience of managers and employee relations professionals. A table outlining the methodology and processes of the ethical review relating to managerial decisions is also included as an appendix and provides example questions. This practical charting of the process allows for a visual understanding of how the ethical applications flow in a linear fashion. The citations and references that have been used are quite applicable to the subject matter and provide a proper foundation for the formation of Langlois' model of ethical review.

While the concepts and text contained in Langlois lend themselves quite appropriately to academia and foundational concepts of ethics, including their application to post-modern employee relationships, perhaps the presumed audience of mid and senior level managers may find some aspects of the strong theoretical base somewhat less useful. The time demands of executives may preclude garnering, or even considering, the theories and general definitions supporting ethical screening of decisions. Still, for those interested, tis book provides the academic base for the further development of high-level training programs for empowered decision makers and a model delivery that is purposeful. However, it should be noted that adoption of T.E.R.A. is likely costly for those entities not currently already engaged in some form of progressive employee relation policy. Using the model does require time and investment.

While Langlois's target for this book likely lies within education and other social service agencies, when considering the concepts contained in this book, one cannot help but to relate this ethical leadership design to current exigencies that agencies of criminal justice face. There is both a timeliness and appropriateness to a design of ethics-based tools, and those engaged in reviews of personnel and their conduct would be prudent to review the T.E.R.A. model to ascertain if the ethics of justice, care, and critique are applicable to criminal justice organizations. I would suggest that all human service entities require some form of ethical review regarding their decisions and policies, and T.E.R.A. may provide, at the least, a beginning point from which to grow such evaluations.

Ethics for the Public Service Professional by Aric W. Dutelle. CRC Press, Taylor & Francis Group, Boca Raton, Florida, 2011, 205 pages.

Reviewed by Paul Pabla

In this book, Dutelle refers to public service professionals as people who work as government officials, people who work in the legal system, and first responders. These people commonly confront ethical issues, and some of the decisions they make can often mean the difference between life and death, freedom or jail. Dutelle explores these issues as they relate to virtually all areas of public service. This book looks at the history of ethics, codes, and legislation relating to public service. It also provides an analysis of contemporary public service controversies and discusses important new mechanisms of accountability, including comprehensive use-of-force reporting, citizen complaint procedures, early intervention systems, and police auditing features.

Dutelle also introduces real life situations faced by those within public service, and his book encourages discussion and debate. Recent news stories are presented throughout the text to demonstrate the diverse scope of ethical issues within the public service workplace. The chapters begin with learning objectives to emphasize active, rather than passive learning, along with key terms for readers to assimilate. Dutelle also offers insight from public servants specializing in a particular area of ethical concern. There are also questions to review at the end of each chapter that foster the reader's comprehension of the key principles.

Dutelle writes with clarity, authority, and a good command of the ethical issues and dilemmas faced by public service professionals. He can do this because he has seen these issues as a police officer, deputy sheriff, crime scene technician, and a reservist medical/legal investigator. Since 2005, he has been a forensic instructor for the United States Department of Justice International Criminal Investigation Training Assistance Program (ICITAP). He has a Masters of Forensic Sciences (MFS) degree and is the program director of the Forensic Investigation Program at the University of Wisconsin in Platteville.

In his book, Dutelle mentions that moral ambiguity may prove to be the first stop on the path to a pattern of unethical and illegal behaviour by otherwise well-meaning public service professionals. Of all the areas in which public service professionals can find themselves in trouble, ethical allegations are probably the most toxic. Virtually everything a public service professional does has an ethical component, and few things can harm an individual public service professional or the reputation of their agency more than unethical behaviour, especially when these incidents become public. Increasingly, many incidents of ethical abuse seem to be dissected in the press, caught on camera, and posted on the Internet.

Training public service professionals in ethics has grown into an industry. However, it is unlikely that an increase in ethics training alone will lead to more ethical decisions. Ethics cannot be learned in the same

way as other skills. It is not a definable ability, but the result of education comprised of peer discussions, formal and informal training, and thoughtful reflection.

All public service professionals will face the dilemma of situational ethics many times over their career. Developed in the 1960's, the basis of situational ethics is that there are no absolutes and there are times when it is appropriate to bend or even ignore certain moral principles if doing so serves a greater good. For example, in the case of law enforcement officers, the greater good is often viewed in the context of public safety and sometimes in the larger arena of community justice. Law enforcement officers exercise this daily with the use of discretion, where individual judgment can take priority over formal rules and policies. However, this puts forth the question of whether the exercise of an individual officer's discretion results in ethical behaviour in a particular set of circumstances, and what can be done to ensure greater uniformity of responses in a world of 'moral chaos'.

Dutelle also incorporates an important component of leadership and ethics into his book. In order to maintain a just culture with fairness, respect, and integrity, agency heads must understand the effects of their decisions. For Dutelle, it is a serious breach of ethics on the part of supervisors to promote the less capable employee for purely selfish reasons. Promoting less competent personnel in order to fulfill some stated or imaginary quota is an ethical violation that may very well one day lead to disastrous consequence because, in emergency services, for example, a supervisor or middle-manager has been appointed to a position of leadership based upon political concerns or because of a close relationship with a leader may place the morale and lives of fellow workers and civilians in jeopardy.

In conclusion, Dutelle does a very good job of explaining what public service professionals need to do to face ethical issues in the work place. The role of a public service professional is not static. Ongoing training and education from recruitment to retirement is required for public service professionals to make their communities a safer place. It is important for public service agencies to recognize that creating an ethical employee only begins with training. Although textbooks and specialized courses may develop important baseline knowledge, ethics is not a traditional skill, but rather the furthering of an individual's knowledge and the development of judgment and character. This training and education has to be as innovative and dynamic as are ethics and ethical leadership.

Good Boss, Bad Boss: How to be the Best . . . and Learn from the Worst by Robert I. Sutton, 2010, Business Plus, 308 pages.

Reviewed by Colette Squires

Are you a good boss or a bad boss? Would your employees, if given the chance, ever want to work for you again? Most importantly, are you in tune with what it feels like to work for you? These are some of the thought-provoking questions at the heart of Sutton's challenge to those in leadership. *Good Boss, Bad Boss* is a sequel to Sutton's bestseller, *The No Asshole Rule*, whose colourful title and powerful content inspired thousands to write to him about their experiences with those who made their lives a misery. Overwhelmed by the response, Sutton's latest book delves into the mystique of THE BOSS, that person who can either create an effective and humane workplace or create a living hell for their employees, destroying their morale, productivity, and ultimately their health and sense of dignity.

As you read those words, is your immediate thought, "none of my staff would ever think that about me?" If so, you need to read this book. Sutton points to the evidence that bosses are notoriously blind to what their followers really think about them, and frequently have no idea of the effect they have (for better or worse) in their workplace. Not surprisingly, employees are afraid to speak up.

To confront this dilemma, Sutton's fast-paced, entertaining, and insightful book provides numerous anecdotes and examples that demonstrate the differences between good bosses and bad bosses. A professor at Stanford University and contributor to the *Harvard Business Review*, Sutton extols from extensive studies what the best bosses do. The book is laid out in three sections, balancing evidence-based research with personal stories to form a compelling manifesto for anyone inspiring to lead and manage others. Section One explores the right mindset needed to be a great boss through five key principles that are enhanced by a commitment to performance and people. As a foundation, Sutton believes that great bosses and their followers produce work that consistently meets or exceeds expectations, and that a good boss helps people experience dignity and pride, through actions that are based in empathy, kindness, and respect.

Section Two is the heart of the book, seven chapters that explore what the best bosses do. Pointed and direct, Sutton shows how the best bosses take control, strive to be wise, deal with their "stars" and their "bad apples", all while having to do unpleasant tasks and having to act as a human shield for their employees. He recognizes that everyone in leadership will take a wrong step becoming a "bosshole" to the rest of the staff. Having power over others tends to produce that effect, diminishing the boss's ability to tune in and pick up what the followers are experiencing. Time pressures and performance stress only increase the problem. To mitigate that, Sutton lays out numerous strategies and thoughtful ideas to encourage more self-awareness and greater effectiveness in leading others well. By giving examples of what bad bosses do, readers are able to reflect on their own performance in those areas, while also receiving great advice on how to better handle those situations. All leaders and managers will

relate to the challenges of leading staff through budget cuts, layoffs, and policy changes that disrupt the security and well-being of employees. Sutton's advice helps leaders implement tough decisions in effective and humane ways, with successful strategies that help preserve good will and workplace productivity.

Sutton's book concludes with a final section, "It's All About You", that ties together the various principles he espouses. Good bosses encourage great performance while also providing "benevolent care", an approach that emphasizes connection with subordinates to ensure that productivity, efficiency, and quality will continue to grow. For Sutton, a good boss is in tune with what it feels like to work for them. Given that most bosses do not have all the answers, Sutton's book leads the way out of the boss's "fool's paradise" towards realism and personal growth.

In criminal justice settings, where organizational structures are typically hierarchical and strongly entrenched in power, these issues are of crucial importance. Power-based structures tend to work against the development of self-awareness in leaders and managers because honest feedback rarely flows freely. Productivity suffers and morale diminishes where there is no healthy outlet for concerns to be expressed. To combat this problem, I recommend reading this book. Moreover, ongoing support and learning is also available from Sutton's Work Matters blog, at www.bobsutton.net. If you are serious about transforming your workplace, or surviving "bosshole" leadership from above, *Good Boss, Bad Boss* will provide you with insight, laughter, wry self-reflection, and the encouragement to do just that.