**BFR Inquiry:**

**resources on cultivating flexibility/adaptability/managing change**

**BOOKS**

* Great book on creating org'n nimbleness: Managing at the Speed of  
  Change, by Daryl Conner.
* Adaptive Leadership Books and Articles – Ron Heifetz
* See Chap. Four in the Leaderful Fieldbook:  <http://leaderful.org/book_tableofcontents.html> there is a rather extensive activity called Brokering Leaderful Change that might be of interest. The fieldbook was designed as an accompaniment to action learning formats concurrently committed to leaderful development.
* *Changemaking: Tactics and Resources for Managing Organizational Change* by Richard Bevan (2011)
* *Continuous Process Improvement* by Charles Robson (1991)
* *Developing Resilience: A Cognitive-Behavioural Approach* by Michael Neenan (2009)
* *Immunity to Change* by Robert Kegan and Lisa Laskow Lahey (2009)
* *Joining Forces* by Philip Mirvis (1997)
* *Leading Change* by John P. Kotter (1996)
* *Managing Change and Transition* by Richard Luecke & Harvard Business School Press (2003)
* *Managing Transitions: Making the Most of Change* by William Bridges and Susan Bridges (2009)
* *The Resilience Factor* by Karen Reivich and Andrew Shatte (2003)

**TED TALKS/VIDEOS**

* Atul Gawande's TED talk on healing medicine. Focused on the need for changing oneself as well as the system in which you work. <http://www.ted.com/talks/atul_gawande_how_do_we_heal_medicine.html>
* Simon Sinek on how great leaders inspire action (start with why) <http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html>
* Leadership lessons from the dancing guy: <http://www.youtube.com/watch?v=fW8amMCVAJQ>
* Adaptive Leadership books, articles etc..by  the guru of adaptive leadership - Ron Heifetz             <http://www.youtube.com/watch?v=QfLLDvn0pI8>

**ARTICLES**

* "How Do You Get Leaders to Change?" by Homan Blanchard, Chief Learning Officer - Oct 2012
* "Build Leadership's Tolerance for Ambiguity" by Sandra Shullman & Randall White, Chielf Learning Officer - Oct 2012.
* "Managing Corporate Cultural Change" From the Corporate Leadership Counceil July 2003.
* "Cultural Change That Sticks" by Jon Katzenback, Ilona Steffen, and Caroline Kronley, Harvard Business Review - Aug 2012.
* "Leading Change:  Why Transformation Efforts Fail" by John Kotter.  Harvard Business Review on point article #4231.
* Jeanie Daniel Duck’s HBR piece on “Managing Change,” is a classic I refer to often.
* I’m a big fan of Theresea Amabile’s work. I’ve attached a short accessible interview from her on how leaders can show support to employs or team members in times of turbulence (or at any time). Also, Dan Pink talks a lot about her research on what most motivates works—her finding, evidence of progress. Attached is an accessible HBR article summarizing her findings.
* Here is one more piece by Heifetz on adaptive leadership: <http://www.uic.edu/sph/phtpg/Content/Reading%20Room/Articles/HeifetzSurvivalGuide.pdf>
* Though it is written for an education audience an article I have found uniquely helpful is Jermone Murphy’s “Unheroic side of leadership.” See these references for the original:  Murphy, J.T. (1988). The unheroic side of leadership: Notes from the swamp. Phi Delta Kappan, 69, 654-659 or Murphy, J. (2000).  The unheroic side of leadership (ch 9 pp. 114-125).  In *The Jossey-Bass Reader on Educational Leadership*.  San Francisco: Jossey-Bass. Also check out this summary: <http://www.mdecgateway.org/olms/data/resource/7797/JBChapter4Outline-Week3.pdf>
* I find Ronald Heifetz’s work on adaptive leadership to be valuable on this topic, which I gather you are familiar with. There are his books and numerous articles. One seminal piece, “The Work of Leadership,” is in this compilation. You may even use some of the others pieces in this compendium, such as the Peter Drucker or Warren Bennis: <http://www.catalystbreakthru.com/wp-content/uploads/2012/03/HBR_10_Must_Reads_on_Leadership_1_.pdf#page=38>.
* Listen to this one for the piece by David Ulrich for the description of “personal proficiency:” <http://blogs.hbr.org/ideacast/2009/06/the-5-leadership-essentials.html>. The other four attributes are helpful, but “personal proficiency,” stands out most for me and appears most relevant to your question.