Leadership development cannot remain static, but must evolve to account for emerging trends, generational influences, and the changing needs of organizations. Fortunately, a number of tools and expert insights are available to guide the learning of current leaders and those who wish to become leaders in their fields. As a manager, I am always looking for resources that may be useful in my work. This is a list of some that you may find useful, too.

— Craig Maile, Manager, Curriculum and Instructional Materials Center
Tools for Leadership and Learning

From the National Managers’ Community of Canada, this resource presents tools and practices often used by managers, including tools for shared vision and values, personal mastery, systems thinking, mental models, team learning, the art of conversation, and more.

Get Real: The Art and Power of Storytelling in Workplace Communities
www.managers-gestionnaires.gc.ca/tools-outils/get_real-pour_de_vrai-eng.php

Also from the National Managers’ Community of Canada, this 67-page guide defines storytelling, the power of storytelling, and storytelling in the workplace. According to the authors:

“One of the key elements to achieving personal mastery and leadership ability is the degree to which one’s true self grows and, in essence, becomes stronger and more visible than the persona in which we cloak ourselves to conform with the world around us.”
Tom Peters Re-Imagine Manifesto!
www.tompeters.com/freestuff/index.php

A series of “They say..I say…” thoughts from Tom Peters. Other thought-provoking thought resources from Tom Peters, available at the same website, include:

- The Memories That Matter
- This I Believe!
- Excellence Oath and Credo

Developing Ethical Leadership
www.corporate-ethics.org/publications/bridge-papers/

From the Business Roundtable Institute for Corporate Ethics, this paper aims to put the best thinking of academic and business leaders into the hands of practicing managers.
This free, six-volume handbook series from the U.S. Department of Energy is a primer on all aspects of performance-based management. The series titles are:

- Establishing and Maintaining a Performance-Based Management Program
- Establishing an Integrated Performance Management System
- Establishing Accountability for Performance
- Collecting Data to Assess Performance
- Analyzing, Reviewing, and Reporting Performance data
- Using Performance Information to Drive Improvement

Topics addressed throughout the series include: accountability tools and requirements, data collection methods, data analysis and presentation, benchmarking, process improvement, performance dashboards, Baldrige Award criteria, continuous improvement, and more.
Golden Flash Handbook of Leadership
www.kent.edu/csi/leadership/resources/golden-flash-handbook-of-leadership.cfm

From Kent State University, this handbook provides resources to enhance your personal and organizational leadership skills, as well as tools to assess your personal leadership development. The contents of the handbook include the following:

Personal/Individual Leadership—Skills an individual needs to master in order to be an effective leader

- Assertiveness
- Burnout
- Communication Skills
- Conflict Resolution
- Decision Making
- Ethics and Ethical Decision Making
- Etiquette Tips
- Goal Setting - Personal
- Interpersonal Skills
- Leadership Styles
- Listening Skills

- Networking
- Organization
- Prioritizing
- Problem Solving
- Public Speaking
- Saying No
- Stress Management
- Time Management
- What Does It Really Mean to be a Leader?
- Written Communication Skills
Organizational Leadership—Information to help organizations function more effectively

• Accountability
• Fighting Apathy
• Brainstorming
• Creativity
• Creativity continued
• Delegation
• Empowerment
• Facilitation
• Followership
• Group Decision Making
• Group Development

• Group Goal Setting
• Meeting Management
• Motivation
• Officer Transition
• Recognition and Rewards
• Recruitment and Retention of Members
• Risk Taking
• Team Building
• Vision and Mission

Leadership Proficiency Levels for Competencies
www.feddesk.com

This handy guide provides rubrics for proficiency levels relating to core leadership qualifications, such as leading change, leading people, results driven, business acumen, building coalitions, and fundamental competencies.
Centre for Good Governance Management Development Handbooks
www.cgg.gov.in/publications.jsp

A series of helpful handbooks for managers on a range of topics from the Centre for Good Governance (India), including:

- Handbook on Conflict Management Skills
- Handbook on Soft Skills for Public Managers
- Handbook on Problem-Solving Skills
- Handbook on Communication Skills

Women and Political Savvy: How to build and embrace a fundamental leadership skill
www.ccl.org/leadership/pdf/research/WomenPoliticalSavvy.pdf

This 2012 guide, from the Center for Creative Leadership, presents four steps for building your political savvy, and why you need to do so.
Quality management principles

This short document introduces the eight quality management principles on which the ISO 9000 series standards are based.

The 2012 Quality Management Handbook
http://info.ibs-us.com/Portals/14010/docs/quality%20101%202012%20handbook%20for%20quality.pdf

“Quality 101” material including Deming’s 14 points, the “founding fathers” of quality philosophies, quality improvement tools cheat sheet, and more.

Leadership Compass articles
http://www.banffcentre.ca/leadership/library

A former annual publication of The Banff Centre—the “largest arts and creativity incubator on the planet”—the Leadership Compass provided dozens of articles on teamwork, change, sustainability, strategic thinking, leadership, legacy, vision, and more. Fortunately, those articles are still available at the website above.
LEADS Curriculum Notebook

LEADS stands for Leadership Excellence and Dynamic Solutions. This 357-page curriculum from Kansas State University was designed to assist Extension educators as they implement leadership programs within their counties. Its units and modules offer a wealth of leadership training resources on topics such as:

• The Leader Within You
• Values and Ethics
• Strengths and Styles
• Building Trust
• Managing Conflict in Groups
• Dealing With Change

Motivated by the Organization’s Mission or Their Career? Implications for Leaders in Turbulent Times
www.ccl.org/leadership/research/sharing/index.aspx

The Center for Creative Leadership and Booz Allen Hamilton conducted research to identify the relationship between why people are in their current positions and how motivated and committed they are to their organization. The results shed light on what drives employees in public and private institutions, and how leaders can motivate and retain employees through continuing complexity and change.
Coaching Practices for Managers

From the National Managers’ Community of Canada, this resource seeks to “evoke excellence in others” by developing and applying these eight practices:

• Working with Complaints
• Listening for Commitment in Complaints
• Challenging Generalizations
• Working with Assessments
• What’s Missing?
• Working with Moods
• Three Types of Conversation
• Working with Recurrent Problems
This compendium from the Asian Development Bank profiles dozens of tools to build competencies in strategy development, management techniques, collaboration, knowledge sharing and learning, and knowledge capture and storage. Topics include:

- Social network analysis
- Building a learning organization
- Focusing on project metrics
- Growing managers, not bosses
- A primer on talent management
- Bridging organizational silos
- Exercising servant leadership
- Managing virtual teams
- Wearing six thinking hats
- Building networks of practice
- Drawing learning charters
- Embracing failure
- Storytelling
- Harvesting knowledge
The Double-Bind Dilemma for Women in Leadership

www.catalyst.org/knowledge/double-bind-dilemma-women-leadership-damned-if-you-do-doomed-if-you-dont-0

This report from Catalyst.org is one tool to ensure that vital leadership talent is effectively assessed and deployed.

“We believe that organizations can help change how women leaders in their organizations are perceived. Through qualitative analyses of women and men managers’ open-ended comments and in-depth interviews, we document the predicaments women leaders face, expose the stereotypes that create the double bind, look at the strategies successful women leaders use to deal with these stereotypes, and offer a tool for organizations to build awareness of how stereotypes influence work outcomes.” —from the Foreword

Next Generation Organizations: 9 Key Traits

www.compasspoint.org/nextgenorgs

In this concise guide, CompassPoint Nonprofit Services offers a list of characteristics of a next generation organization and draws on specific examples from two nonprofits to demonstrate how certain traits are operationalized.
Performance Accountability: The Five Building Blocks and Six Essential Practices


In this report from the IBM Center for The Business of Government, the author puts forward five building blocks of performance accountability that will allow public organizations and their managers to achieve accountability and performance gains.

“Experience has shown that goals and measures can be remarkably effective performance-driving, accountability-enhancing tools. But experience has also shown that they can provoke self-protective responses that interfere with performance and accountability gains: timid targets, measurement manipulation, measurement elimination, outcome avoidance (resulting in an affinity for output targets), and claim games where some rush to claim credit for accomplishments while others run from it, fearful of provoking resentment among their peers.” —from the Executive Summary

100 Women Leaders in STEM

www.stemconnector.org/100women

A free guide (click on the book cover image) that profiles 100 women leaders in STEM
The Strategic Planning Toolkit is designed to function as a guide throughout the strategic planning process. The Toolkit offers guidelines you can follow and tools and resources for you to draw on at every step. It is organized to help you both learn about the planning process and use the process. The six sections of the Toolkit correspond to a six-step strategic planning process.

This free, printable poster lists fifty everyday actions that set an example for others.

“A small gem.” —Anonymous
77 Ways to Motivate Your Workers
www.ianrpubs.unl.edu/epublic/live/g1440/build/g1440.pdf

From the University of Nebraska –Lincoln Extension, this guide offers practical suggestions for motivating others based on five sources of motivation: fun, rewards, reputation, challenge, and purpose.

Accelerating Performance—Five Leadership Skills You and Your Organization Can’t Do Without

In this white paper from the Center for Creative Leadership, the authors focus on five key areas where the “leadership gap” can be closed: teamwork and collaboration; innovation and creativity; communication; learning agility/growth mindset; and judgment.
A leadership curriculum from PennState College of Agricultural Sciences (click on the “Community Affairs, Local Government, and Taxation” subject area) designed to help individuals develop and strengthen their personal leadership skills:

Unit I: Personal Leadership Skills
Unit II: Interpersonal Leadership Skills
Unit III: Group/Organizational Leadership Skills
Unit IV: Community/Public Policy Leadership Skills

Building Leaderful Organizations: Succession Planning for Nonprofits

One in a series of monographs from The Annie E. Casey Foundation, this volume discusses three approaches to succession planning—strategic leader development, emergency succession planning, and departure-defined succession planning—and looks at the tough issues faced by organizations that are planning for succession. Case studies and checklists help to make the process more approachable.
Engaging a Multi-Generational Workforce: Practical Advice for Government Managers


This report from the IBM Center for The Business of Government explains six trends affecting the multi-generational workforce and offers practical advice, in the form of tips, for managing such a workforce.

“A major challenge for today’s Traditionalist and Baby Boomer managers is to figure out how to develop younger workers into tomorrow’s managers under a new model. A pivotal question for managers is, ‘Do we want our legacy to be of mentoring and empowering the next generations, or of fighting them tooth and nail?’ Organizations that embrace generational differences in values, ways of getting things done, and ways of communicating will thrive.” —from the report section, “Introduction to a Multi-Generational Workforce”

Leading a Multigenerational Workforce


This resource from AARP presents an overview of the generations, their characteristics in the workplace, challenges for managers, principles for managing generations successfully, and more.
Managing Cultural Differences
http://regulatorsforaccess.ca/docs/ManagingCulturalDifferencesEnglish.pdf

A handy, 28-page guide from the Government of Ontario (Canada) that discusses what culture is, cross-cultural communication, and cultural values in the workplace; offers plenty of guidance about what you can do in specific settings.

How to Succeed in Engineering

This presentation by Dr. Robert Colwell draws upon the speaker’s three decades of design and management experience to explain how to succeed in engineering and as a leader. It is easy to see how his advice relates to careers in any field.

Future Trends in Leadership Development

This white paper from the Center for Creative Leadership focuses on the current environment and the challenge of developing leaders, as well as leadership development trends and emerging practices.
Centered leadership: How talented women thrive

www.mckinsey.com/insights/leading_in_the_21st_century/centered_leadership_how_talented_women_thrive

This article from The McKinsey Quarterly describes how “a new approach to leadership can help women become more self-confident and effective business leaders.”
What is the CIMC?

We are the Curriculum and Instructional Materials Center, a division of the Oklahoma Department of Career and Technology Education. The CIMC has existed since 1967 to produce competency-based instructional materials for career and technical (formerly vocational) education. We are a state education agency which also produces, prints, and distributes curriculum materials across Oklahoma and throughout the United States. The CIMC is located in Stillwater, Oklahoma.