

## MANAGING RELATIONSHIPS – GENERAL

**TITLE:** *Complexity Science and Health Care Management*

**AUTHORS:** Reuben R. McDanile, Jr. and Dean Driebe

**JOURNAL:** *Advances in Healthcare Management, 2, 11-36*

**DATE OF PUBLICATION:** 2001

**SUMMARY OF CONTENT:** Looking at today's healthcare environment as a complex adaptive system provides a refreshing view of why systems and people don't always react in an expected way. This article takes the 'theory' of complexity science and breaks it down into meaningful parts: relationships, self-organization, emergence and co-evolution. The managerial strategy in complexity science is to make sense of the unknown through careful attention and learning.

---

**TITLE:** *Crucial Conversations: Tools for talking when stakes are high*

**AUTHORS:** Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

**PUBLISHER:** McGraw-Hill

**YEAR OF PUBLICATION:** 2002

**PAGES:** 228

**SUMMARY OF CONTENT:** This book gives you the tools needed to handle some of life's most difficult and important conversations. Specifically, the book can help you: 1) prepare for situations in which the stakes are high, 2) transform feelings of hurt or anger into a powerful dialogue, 3) make it safe to talk about almost anything, and 4) learn to be persuasive without being abrasive.

---

**TITLE:** *Difficult Conversations: How to Discuss what Matters Most*

**AUTHORS:** Douglas Stone, Bruce Patton, Sheila Heen, and Roger Fisher

**PUBLISHER:** Penguin Books

**DATE OF PUBLICATION:** 1999

**PAGES:** 249

**SUMMARY OF CONTENT:** This main focus of this book is developing an understanding about everyday difficult conversations. Specifically, it outlines why difficult conversations are difficult, and why people typically do not resolve them well. It then takes you step-by-step towards understanding each aspect of a difficult conversation and what you can do to lead the interaction in a more positive direction. The ultimate goal of this book is to promote improved relationships through learning to productively discuss challenging issues.

---

**TITLE:** *The Leadership Engine*  
**AUTHOR:** Noel, M. Tichy  
**PUBLISHER:** Harper Collins Publishers Inc.  
**DATE OF PUBLICATION:** 1997  
**PAGES:** 248

**SUMMARY OF CONTENT:** Tichy's central theme is that winning companies possess a "Leadership Engine" that produces dynamic leaders at every level within the organization. He argues forcefully that winning is about leadership and that leadership is the key trait that distinguishes winners from losers.

---

**TITLE:** *Love Em' or Lose Em' – Getting Good People to Stay*  
**AUTHORS:** Beverly Kaye and Sharon Jordan-Evans  
**PUBLISHER:** Berrett-Koehler Publishers, Inc.  
**DATE OF PUBLICATION:** 1999  
**PAGES:** 234

**SUMMARY OF CONTENT:** The focus of *Love 'Em or Lose 'Em* is 26 strategies for managers to help with the challenge of retaining top talent in the organization. It stresses the key role of managers in retaining employees and it takes the reader through strategies from A to Z to help with the challenge. The strategies are built upon two years of focus group data collected in companies of all sizes and with employees of all levels.

---

**TITLE:** *Love It, Don't Leave It—26 Ways to Get What You Want at Work*  
**AUTHORS:** Beverly Kaye and Sharon Jordan-Evans  
**PUBLISHER:** Berrett-Koehler Publishers, Inc.  
**DATE OF PUBLICATION:** 2003  
**PAGES:** 191

**SUMMARY OF CONTENT:** The focus of *Love It, Don't Leave It* is 26 strategies for an employee at any level of an organization to help take control of personal job and general satisfaction. This is the employee focused accompaniment to the book *Love 'Em or Lose 'Em* by the same authors, and introduces a variety of strategies to help a person take control of his/her career and satisfaction.

---

**TITLE:** *The Seven Habits of Highly Effective People*  
**AUTHOR:** Stephen R. Covey  
**PUBLISHER:** Simon and Schuster, New York, NY  
**DATE OF PUBLICATION:** 1989  
**PAGES:** 340

**SUMMARY OF CONTENT:** This book provides a step-by-step guide for achieving success in your personal and professional life. Steven Covey has identified seven habits

that direct the beliefs and actions of successful people and provides examples, anecdotes and a variety of suggested applications and worksheets that the reader can use to develop each habit. This book is recommended reading for anyone wanting to improve him or herself.

---

# **MANAGING RELATIONSHIPS – BUILDING & STRENGTHENING RELATIONSHIPS WITH DIRECT REPORTS**

**TITLE:** *Coaching, Mentoring and Managing*  
**AUTHOR:** Micki Holliday  
**PUBLISHER:** The Career Press, Inc.  
**DATE OF PUBLICATION:** 2001  
**PAGES:** 278

**SUMMARY OF CONTENT:**

This book highlights the supervisor's role as a coach, mentor and counselor. It also discusses how as a supervisor, our values impact our team. The book uses case studies and a variety of exercises to teach the differences between coaching, mentoring and counseling and when it is appropriate to use each.

---

**TITLE:** *Leading with Soul*  
**AUTHOR:** Lee G. Bolman and Terrence E. Deal  
**PUBLISHER/Journal:** Jossey-Bass  
**DATE OF PUBLICATION:** 1995  
**PAGES:** 173

**SUMMARY OF CONTENT:** This is written in the format of a parable and points out that organizations have "souls" just as people have souls. Leaders need to be in touch with their souls to effectively lead others and develop an organization in a way that its "soul" can flourish as well.

---

**TITLE:** *The Five Dysfunctions of a Team*  
**AUTHOR:** Patrick Lencioni  
**PUBLISHER:** Jossey-Bass  
**Year Book: Published:** 2002  
**PAGES:** 230

**SUMMARY OF CONTENT:** The reality is that teamwork ultimately comes down to practicing a small set of principles over a long period of time. Success is not a matter of mastering subtle, sophisticated theory, but rather of embracing common sense with uncommon levels of discipline and persistence. Teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make trust, conflict, commitment, accountability and a focus on results so elusive.

---

**TITLE:** *Play to Your Strengths*

**AUTHOR:** Haig Nalbantian, Richard Guzzo, Dave Kieffer, and Jay Doherty

**PUBLISHER:** McGraw Hill

**DATE OF PUBLICATION:** 2004

**Pages:** 274

**SUMMARY OF CONTENT:** This is a very good book discussing the evolution of how organizations look at employees. It provides a plan for how the best organizations strategically position the importance of employees as a key element to the organizations success.

---

**TITLE:** *Wisdom of Teams*

**AUTHOR:** Jon R. Katzenbach and Douglas K. Smith

**PUBLISHER:** Harper Business

**DATE OF PUBLICATION:** 1994

**PAGES:** 317

**SUMMARY OF CONTENT:** The book outlines why teams are important within organizations. It gives practical steps on how to develop teams and get team members to work together. From a management perspective, it defines the leader's role and how to achieve top performance and outcome from team efforts.

---

# **MANAGING RELATIONSHIPS – BUILDING & STRENGTHENING RELATIONSHIPS WITH A SUPERVISOR**

**TITLE:** *Leadership*

**AUTHOR:** Rudolph W. Giuliani

**PUBLISHER/Journal:** Hyperioni

**DATE OF PUBLICATION:** 2002

**PAGES:** 380

**SUMMARY OF CONTENT:** This book discusses the importance of trust, respect, confidence and knowing your team every step of the way. Rudy Giuliani was able to lead his team through 9/11 by building that trust and confidence prior to the tragedy. He made it a point to have weekly meetings with every department head in city government. He made himself assessable to all of them. Because of that openness, they felt comfortable with his leadership style, which assisted him in handling crises during 9/11.

---