

Summer 3 Annotated Bibliography

1. Ancona, D., Malone, T. W., Orlikowski, W. J., & Senge, P. M. (2007). In praise of the incomplete leader. *Harvard business review*, 85(2).

In the workplace today, we have become accustomed to holding our leaders to specific standards. We expect them to be perfect with no flaws. We want them to say the right things all the time and solve every problem with no failures. Clearly, this standard is unachievable and unrealistic. Employees need to understand leadership executives are humans with flaws and incomplete. As the workplace becomes more collaborative and less structured and ranked, it is essential to understand there is no such thing as a complete leader.

This article explores what the incomplete leader embodies. It provides a simple yet extensive glimpse into how leaders can use employees to complement their strengths and offset any weaknesses they may have. The authors explained these concepts in a way where it just made sense. We do hold our leaders to unattainable standards. After reading this article, I immediately sent it to everyone I knew. The authors gave an in-depth breakdown of how to implement these practices and concepts for the average person.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

D1: Iteratively develop inter-professional leadership competencies.

2. Duarte, N. (2012). *Hbr Guide to Persuasive Presentations*. Harvard Business Review Press.

Every employee will have to present materials to an audience throughout their career. Whether in a small meeting room with four people or a conference room filled to the max, having the ability to persuade others is a skill not many have. You must spend time developing your persuasive skills to be convincing. You must have credibility, conviction, and passion for the messaging you are delivering. The ability to craft compelling messaging can be the difference between getting the project or losing the project.

This book explores how someone can improve their persuasive presentation abilities and apply them right away. No matter your job, there will always be an aspect of presenting your work to others. The author lays out strategies to have confidence, win over your audience, and inspire others to act. These outcomes are simple to understand and based on the skills you learn after reading this book. This entire reading was one of the most valuable books ever. Anyone can benefit from learning and implementing these approaches to speaking in front of others.

L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

D02: Utilize communication to embrace complexity and difference.

3. Smith, P. (2012). *Lead with a story: A guide to crafting business narratives that captivate, convince, and inspire* (pp.54-64). Amacom.

As professionals, we all know the importance of the structure of a story.. Children learn this early on and know there must be a beginning, a middle, and an end to a great story. Setting up the story you are telling is critical so people can understand and follow to eliminate confusion. However, telling a story as a child is very different than telling one in the professional world. Most business leaders do not understand how to do this. They end up with stories no one can follow, which are uninteresting and underdeveloped. This result is usually due to the context not being clear from the start. Leaders should ask themselves does the story itself makes sense. One way to clear this up is to use the framework provided in this book. The author suggests structuring the story with three factors – Context, Action, and Result (CAR). Context clarifies what the story is about and why it matters. Action is where you talk about the main character and what happened to them. The result is the final part and where you tell how the story ends. This ending is where you reiterate the ‘why’ in the story. Leaders can set up a compelling leadership story by having these three points.

Although this framework seems simple, employees may be lost when listening to a story from a leader. Often, leaders are not following these simple storytelling techniques and people tune out in the first five minutes. If employees are lost, they are not engaged in the message. The author breaks down a complicated process and makes it easy to digest. Moving forward, I will use this framework to guide my speeches whenever I tell a story—the ability to communicate a well-told story matters.

L06: create and deliver elegant messages appropriate to audience, purpose, and context.

D1: Iteratively develop inter-professional leadership competencies.