

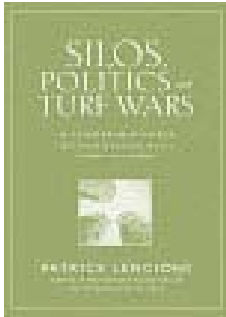
## Book Reviews

### Fall 2006

#### **Silos, Politics and Turf Wars, A Leadership Fable**

By Patrick Lencioni, 2006, Jossey- Bass Publishing, 211 pages

Reviewed by **Dan Zekor**, Missouri Department of Conservation



This is a nice quick read with a few lessons and ideas that even the most experienced planner will appreciate. In the end, the author doesn't reveal much that's new, but he does give a different spin to the concepts of developing vision, strategic direction, and objectives. The author's writing style makes this book enjoyable, because rather than writing it as a dry, matter-of-fact textbook, the subject matter is presented more as a fable (as the subtitle indicates), in the manner of Ken Blanchard. The lessons to the reader are revealed over the course of the story.

As many people working in an agency setting can relate to, the premise of the book focuses on recognizing the detrimental nature of "silos" and what it takes to break them down and align leadership with the real "strategic issues" facing the organization. Anyone who has worked with leadership groups will empathize with the lead character's predicaments and his struggle to think on his feet, and not lose the group in their joint quest to understand problems and arrive at a pathway that everyone supports. The author uses the final few pages to sum things up as a set of concepts and tools. Understanding his approach is useful, because often, it's not what we are seeking in these processes, but rather how we get there. This book provides another set of tools for your tool box, or at least another way to employ already familiar techniques.

### Fall 2005

#### **Awakening Corporate Soul: Four Paths to Unleash the Power of People at Work**

By Erik Klein and John B. Izzo, Ph.D., 1999, Fairview Press

Reviewed by **Teri Arnold**, Alaska Department of Fish and Game

*Awakening Corporate Soul* is an inspiring and practical guide that describes how to create a satisfied, motivated, and committed workforce. The book includes exercises for awakening "Corporate Soul" via four paths: The Path of Self, which teaches why passion is critical; The Path of Contribution, which teaches why making a difference makes all the difference; The Path of Craft, which teaches the details that make a difference; and The Path of Community, which teaches why team-building won't save your company.

The authors state, "When an organization's soul sleeps, the people in that organization lose the sense of their purpose and place in the market. They become fundamentally impaired, going through the motions of their work without the breath of life." They caution that Corporate Soul is not workers praying in corridors or Gregorian chants filling the lunch room, or worse, hearing motivational slogans while you are on the telephone on hold; it is not a theological concept. But it *is* "foremost an experience of touching a deeper level of vitality, inspiration, meaning, and creativity—more than just 'doing my job' implies. It is about bringing the deepest and most dynamic energies into work."

This could be an important book for any leader or manager who wishes to build a strong agency culture where personal values and organizational goals can be aligned. The exercises in the book help readers discover how to "walk the talk" before they begin to model it. As I read the book, it struck me how OWP members are often the ones who model exactly the kind of behavior the authors describe as necessary to have Corporate Soul in the workplace. (Keep it up, you Coyote-Dawgs!) And if you find yourselves low on oil for your lamps, go to this book for inspiration. It's an easy read, a book that you can pick up and absorb for just a few minutes to gain encouragement and motivation for the rest of the day.