

## Annotated Bibliography of Books for Organizational Consultants

The following readings are in regard to

- Coaching
- Consulting
- Facilitating
- Organizational change

They are by no means all of the important works in each category. However, the listed works will provide you a strong start to understanding information in that particular category.

### Coaching

*Coaching for Performance*, Whitmore, Nicholas Brealey Publishing, 2001.

This is very likely the most basic, yet comprehensive book that explains coaching, its nature and role, various major outcomes, the role of questioning and setting goals, etc. It's a fairly quick, yet very useful book for the beginner.

*Handbook of Coaching* by Hudson, Jossey-Bass, 1999.

Once the reader has read Whitmore to get a basic sense of coaching, then Hudson's book is an excellent -- probably the only -- book that truly describes the profession of coaching, including the many types of coaching, and the various theories and movements which formed its foundations. Hudson also provides a comprehensive model of coaching for various forms of adult development. Extensive bibliographies are provided in each of the chapters.

*Co-Active Coaching* by Whitworth, Kimsey-House and Sandahl, Davies-Black Publishing, 1998.

Describes the very popular Co-Active coaching approach taught by the Coaches Training Institute (CTI). One of the most approachable books that very fully describes coaching, how to do their model, how to set up a coaching practice, along with many tools and resources.

*Masterful Coaching* by Hargrove, Jossey-Bass/Pfeiffer, 2000.

Hargrove describes how to begin coaching, particularly for development and performance in a business setting. Excellent for business coaching, particularly for supervisors to help subordinates to increase performance (or as Hargrove puts it, development.) Includes mini-exercises to help the reader get into the coaching mindset and begin practicing coaching in the workplace.

*Coaching: Evoking Excellence in Others* by Flaherty, Butterworth-Heinemann, 1999.

Flaherty's book expands on standard concepts in coaching, but in reference to his unique terminology and coaching process. Flaherty does an excellent job providing a comprehensive, philosophical basis for his model of coaching. However, his book may be best read after having read more basic books, for example, Whitmore's.

### Consulting

*Consultants Calling*, Geoffrey M., Jossey-Bass, 1990.

Does an excellent job helping readers closely examine why they want to be a consultant. Includes numerous guidelines to set up a practice, understand organizations and clients, maintain balance and boundaries, and more.

*Consulting for Dummies*, Bob Nelson and Peter Economy, IDG Books, 1997.

Highly readable resource that touches on the most important aspects of setting up and marketing a consulting business. The *Dummies* series is well-known for being easy to reference and well-designed.

*Field Guide to Consulting and Organizational Change*, Carter McNamara, Authenticity Consulting, LLC, 2006.

Comprehensive, easy-to-use guidelines, tips and tools for all aspects of consulting to solve problems for individuals, teams and organizations. Versions exist for for-profits and government and for nonprofits.

*Flawless Consulting: Guide to Getting Your Expertise Used*, Second Edition, Peter Block, Jossey-Bass Publishers, 2000.

Block's break-through book first heralded in the innovative approach of collaborative consulting. His book is probably the most referenced general resource when first training consultants to conduct collaborative and effective consulting projects.

*How to Succeed as an Independent Consultant*, Herman Holtz, Third Edition, Wiley, 1993.

This well-known resource goes into more depth than most other consulting books about the roles of a consultant, starting a business, writing proposals and contracts and reports, etc.

*Jumping the Job Track*, Peter C. Brown, Crown, 1994.

Comprehensive guidelines for considering changing jobs to consulting, including conducting a skills inventory, thinking about your markets, setting up shop, etc. Includes many real-life examples.

## **Facilitation and Groups (General)**

*Facilitation*, T. Bentley, McGraw-Hill, 1994.

Provides a somewhat philosophical overview of facilitating, particularly about indirect facilitation. Readers would be best to review this book after having first reviewed more basic books on facilitation, such as Clarke's book listed below.

*Process Consultation: Its Role in Organization Development*, E. Schein, Addison Wesley Publishing Company, 1969.

This is a seminal work in group dynamics and facilitation. Process consultation is widely considered to be the foundation for group dynamics and effective facilitation. This is a must-read for facilitators for organizational change.

*Technology of Participation: Group Facilitation Methods*, Institute of Cultural Affairs, 1994.

Provided in the Institute for Cultural Affairs' ToP facilitation workshop. Provides a straightforward overview of facilitating discussions, workshops and action planning techniques, especially for multi-cultural organizations.

*The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, R. M. Schwartz, Jossey-Bass Publishers, 1994.

Provides a comprehensive and useful overview of facilitation. It is somewhat academic, that is, research-oriented with theories, models and concepts. Readers might read this after reading a more basic, straightforward book, such as Clarke's, below.

*Who, Me Lead a Group?*, J. I. Clarke, Winston Press, Inc, 1984.

Beginning facilitators might read this straightforward book first to get an understanding of different types of meetings and then how to lead them.

## **Organizational Development and Change (including Appreciative Inquiry)**

### **About the Field of Organization Development**

*Answers to Questions Most Frequently Asked About Organization Development*, Philip G. Hanson and Bernard Lubin, SAGE Publications, 1995

Provides a very accessible overview of the field of Organization Development (OD) without getting the reader lost in extended analyses of abstractions and concepts. Is written in a question-and-answer format that makes it easy to reference and understand. Includes a wonderful bibliography from which the reader can learn more about OD.

*Organization Development and Change*, Seventh Edition, Thomas G. Cummings and Christopher G. Worley, South-Western Educational Publishing, 2000.

This is a classic, up-to-date text on the field and practices of Organization Development (OD). Includes history, movements and major research findings. It is a must-read for the reader serious about becoming a professional in the field of Organization Development.

*Practicing Organization Development: A Guide for Consultants*, William J. Rothwell, Roland Sullivan and Gary N. McLean, Jossey-Bass, 1995.

This book is focused on guidelines and other advice for the practitioners who seek "how to" resources to conduct successful organizational development projects.

### **About Philosophies of Change, and Perspectives on Organizations and Culture**

*Appreciative Inquiry: Change at the Speed of Imagination*, Jane M. Watkins and Bernhard J. Mohr, Jossey-Bass, 2001.

Appreciative Inquiry (AI) has become a prominent movement in organizational change and development. It offers a truly new paradigm in how we see organizations and its members, and as a result, how we plan and change organizations. There are numerous resources on AI, but this book is one of the most well-organized and understandable, replete with various models to apply AI and even how to explain AI to other people.

*Organizational Culture and Leadership*, 3<sup>rd</sup> Edition, Edgar H. Schein, Jossey-Bass, 2004.

Seminal work on the subject. Defines culture, levels and dimensions, key issues to manage during change, relationship between leadership and culture, and how leaders create organizational cultures.

*Power of Appreciative Inquiry: Practical Guide to Positive Change*, Diana Whitney and Amanda Trosten-Bloom, Berrett Koehler, 2002.

This is a comprehensive, yet practical, book about AI. It provides numerous approaches to AI across a wide variety of organizations, and includes case studies for the approaches, as well.

*Reframing Organizations*, Lee Bolman and Terrence Deal, Jossey-Bass, 1991.

This book has been a wonderful gift to organizational consultants because it reminds them that different people can have quite different perspectives on the same organization. Those different perspectives can result in widely varying interpretations and suggestions about organizational change.

### **About Guiding Change in Organizations**

*Changing the Essence*, Richard Beckhard and Wendy Pritchard, Jossey-Bass, Inc., 1992.

This is one of the seminal works on organizational change and written by the “father” of the field of Organization Development. It includes a comprehensive and strategic overview of key considerations in achieving successful organizational change.

*Making Sense of Life's Changes*, William Bridges, Addison Wesley, 1980.

Bridge's book provides an excellent overview of the psychological and sociological aspects and considerations for successful organizational change. His book, combined with Block's (in the “Consulting” section in this Appendix) and Beckhard's (above), comprise a comprehensive “toolkit” for conducting successful organizational change.

*Mastering the Challenges of Change: Strategies for Each Stage in Your Organization's Life Cycle*, Leroy Jr. Thompson, Amacom Books, 1994.

Provides top-level guidelines for managing change in organizations. Frequent case studies are cited to substantiate the guidelines. Suggests a set of life cycle changes that organizations evolve through and bases the guidelines on these life cycles. The author asserts that change management starts before the typical crises occur that so often cause change to occur.

*Rx for Business: A Troubleshooting Guide for Building a High Performance Organization*, Mark Graham Brown, Irwin Professional Publications, 1996.

This book works as a quick reference guide, starting with identifying current problems and then considering a variety of tips and tools to solve those problems. Includes useful graphics that guide you through application of many of the recommendations in the book.

*The Art of the Turnaround: How to Rescue Your Troubled Business from Creditors, Predators, and Competitors*, Matthew L. Shuchman and Jerry S. White, AMACOM, 1995

The book is written for organizations that already find themselves in trouble and needing a turnaround. The content is focused especially on cash management and does a good job of digging deep into business activities to find causes and solutions for a turnaround. Includes checklists and guidelines for using consultants.

*The Change Agents' Handbook: A Survival Guide for Quality Improvement Champions*, David W. Hutton, ASQ Quality Press, 1994.

The author is one of the first to recognize the strong potential of using quality improvement techniques to also manage change in organizations. Guidelines take you through the complete process to guide change, including starting with a very useful assessment. Written from the perspective of the change agent.

*The Change Management Handbook: A Road Map to Corporate Transformation*, Lance Berger and Martin Sikora, McGraw-Hill, 1993

Provides a roadmap for change in organizations, including specific tips and tools for leaders, managers and change agents to develop highly adaptable organizations that best survive change. Tips and tools are targeted for top-level and mid-level management, making it a comprehensive guide that can be used at all levels of the organization.

*The Save Your Business Book: A Survival Manual for Small Business Owners*, John Goldhammer, Lexington Books, 1998.

This is the book to read if things have gone from bad to worse in the company and it is facing the likelihood of bankruptcy. The book provides ideas to avoid bankruptcy, and for how you might reorganize, work with employees, creditors, suppliers and customers to recover. It also provides suggestions for getting through bankruptcy if that is the only course.