



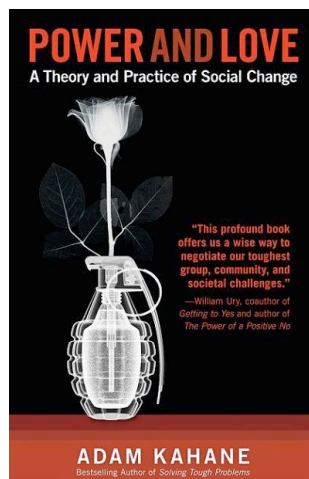
Three Great Books – 2010

“Books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers.”
– Charles W. Elliot

As professionals, our job is to keep learning so we can share useful knowledge with our clients. We hunt and gather so you can feast on provocative and pragmatic ideas. This year, we want to share with you our top picks for 2010. These three books challenged and inspired us and we think they are worth your time and attention.



Switch, How to Change Things When Change is Hard
Written by Chip Heath & Dan Heath



Power and Love
A Theory and Practice of Social Change
Written by Adam Kahane

The New York Times bestselling author of *What Got You Here Won't Get You There* and winner of the Harold G. Levan Award for best business book



MOJO

How to Get It,
How to Keep It,
How to Get It Back
If You Lose It

MARSHALL GOLDSMITH

WITH MARK REITER

How to Get It, How to Keep It, How to Get It Back If You Lose It

Written by Marshall Goldsmith

Claros Group Book Review by Sharon Keating

Switch, How to Change Things When Change is Hard

By Chip Heath & Dan Heath, best selling authors of Made to Stick

THE BIG IDEA

We all want to change from time to time and we know how easy it is to abandon the effort before we see any real change. These change efforts exist in every aspect of life from the individual level to organizations, communities and societies. They run the gamut from losing weight, having a profitable business, motivating change in your team, being a supportive parent, to rallying support to improve your community. Regardless of the context, willpower and leadership are NOT enough to bring about change. The good news is there are specific strategies across all domains that enable behavior change to stick!

Why is it that some changes are arduous and taxing while others occur painlessly? Switch outlines techniques for inspiring change in every aspect of life by using an analogy that change is like a rider on an elephant on a path. Imagine a big, impulsive elephant with a human rider on its back. The rider seems to be in charge as he holds the reins and is therefore plotting the course. However, the rider's control is precarious because he is small compared to the elephant.

HIGHLIGHTS

- We have two competing voices, each of which have strengths and weaknesses:
 - The rational mind (the rider) is logical, analytic, and disciplined. It is this mind that gets us to work on time, plans for the future, and finishes the project.
 - The emotional mind (the elephant) is impulsive, intuitive, passionate, and prone to follow habits. It is this mind that eats the cookies when on a diet, hits the snooze button on the alarm clock, and skips the gym.
- When the two minds are aligned, change comes easily. When they are not aligned, change is more difficult.
- Switch provides a 3-part framework to align our two minds to change behavior:
 - Direct the Rider: Outline a destination people can relate to, provide clear direction, and identify specific next steps and critical moves. What looks like resistance is often lack of clarity. The logical mind (the rider) responds well to reason, plans, facts and long-term thinking.

- Motivate the Elephant: Connect the work to what is important to people, shrink the change so it appears manageable, give people control over their work and limit the number of choices. What appears to be laziness, defiance, or resistance is often exhaustion. The emotional mind (the elephant) responds well to inspiration, comfort, development and short-term gain.
 - Shape the path: Make changes in surroundings, situations and processes so the right behaviors come easily and the overall process is simplified. Change habits to change long-term behavior. What looks like a people problem is often a situation problem; changing the situation, not the person, will lead to success.
- For change to be successful, you need to appeal to the rider and the elephant, and to consider the context in which the two operate. When we align these three forces, the change we thought impossible becomes inevitable!
 - Appealing to hope and optimism and rallying the herd (peer pressure) are the most powerful motivators of change. Remember that small changes can have amazing results.
 - Adopt a “bright spot philosophy” in a single question: What's working and how can we do more of it? Focus on success stories related to the change, not the negative examples. Bright spots give you a concrete action plan.
 - For lasting change to occur, emotions must be engaged, a logical reason for change must be evident, and a clear path should be set. Starting a change is simple, sticking to it to get the results we want is the challenge.

WHY WE LIKE THIS BOOK

- Switch is a treasure trove of stories filled with wisdom and inspiration about people, companies and organizations that have successfully accomplished change in the face of great odds.
 - Switch provides a practical, simple and easy to understand framework for successfully implementing any change. It is a useful “how-to” book.
 - It's a must-read for anyone looking to enact any kind of change in your personal or professional life.
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Claros Group Book Review by Laura Peck

Power and Love

A Theory and Practice of Social Change

By Adam Kahane

THE BIG IDEA

As social change agents, we have all fallen flat on our face, stumbled and recovered, and known the joy of walking with our clients. Learning to walk together is the core idea of this book. The author suggests we face complex and vital challenges such as climate change, political reconciliation, and sustainable agriculture. Therefore, we need to build our capacity for co-creation. The facilitator of effective strategies has to exercise Love and Power together.

Power: *the drive to achieve one's purpose, to get one's job done, to grow.*

Love: *the drive to reconnect and make whole that which has become or appears fragmented.*

Martin Luther King, Jr. wrote, "Power without love is reckless or abusive, or worse, and love without power is sentimental and anemic, or worse."

Power and love are complementary; when we favor or ignore one or treat them as opposites, we lose our balance; we fall down.

HIGHLIGHTS

Kahane draws on over twenty years of experience on complex social change projects. With rigorous honesty, he describes mistakes and stumbles, and reflects on what enabled real impact. He makes useful distinctions and offers helpful definitions and strategies.

Complexity

An issue may be complex in at least three different ways:

- Dynamically complex: cause and effect are interdependent and far apart in space and time.
- Socially complex: many actors with different perspectives and interests
- Generatively complex: its future is unfamiliar and undetermined.

Addressing complex challenges requires seeing the system as a whole, engaging multiple actors, and developing new, "next practice" solutions.

Dilemma: a challenge that consists of two propositions, each of which, if pursued too aggressively, will disturb the health of the whole and therefore needs to be balanced by the other. He writes, "Power and love stand at right angles delineating the space of social change and constituting a permanent dilemma

that must be reconciled continuously and creatively.”

Strategies for co-creating new social realities

He describes a specific approach, the change lab, one with three phases: co-inquire, co-sense, and co-create. The following three elements generalize to any methodology:

1. Build a container:

Construct the physical, social, mental and intentional place that will create the conditions for risk taking and experimentation. It must be spacious enough for new possibilities, and delimited enough for security.

2. Convene diversity:

Those with expertise and authority are important, but all relevant interests and perspectives must be invited to the table.

3. Integrate our own polarities:

The success of an intervention depends on the interior condition of the intervener. Learn to balance your own actions by building up and bringing in your weaker drive.

WHY WE LIKE THIS BOOK

Power and Love has Big Ideas and Real Life Stories. Kahane cites Martin Buber, Paul Tillich, Martin Luther King, Paolo Friere, and James Hillman in addition to sharing the hard won wisdom of fellow practitioners.

Power and Love is Reflective and Practical, drawn from over 20 years of work with leaders across sectors, organizations, and communities around the world.

Today, we are called upon to address complex social issues and to reconcile extremes. This requires us to work skillfully with the two fundamental drives of love and power. Kahane encourages us to conduct our own experiments with truth. His powerful advice: **unclench, pay attention, and take your next best step.**

Claros Group Book Review by Gail Ginder

Mojo: How to Get It, How to Keep It, How to Get It Back If You Lose It

By Marshall Goldsmith

THE BIG IDEA

Mojo is about achieving two simple goals: Loving what you do and showing it. Mojo is apparent when the positive feelings toward what we are doing come from inside us and are evident for others to see. In other words, there is no gap between the positive way we perceive ourselves, what we are doing, and how others perceive us.

Four vital ingredients need to be combined in order to have great Mojo:

- 1) Identity: How do you perceive yourself?
- 2) Achievement: What have you done lately that has meaning and impact?
- 3) Reputation: Who do other people think you are?
- 4) Acceptance: What can you change and what is beyond your control?

By understanding the impact of these four ingredients, we can alter our own Mojo at work and at home.

HIGHLIGHTS

- Getting and keeping Mojo is an ongoing process, one in which you'll have to constantly re-assess yourself and re-evaluate what's important to you.
- How are truly successful people different from everyone else? Truly successful people spend a large part of their lives engaging in activities that simultaneously provide meaning and happiness. The only person who can define meaning and happiness for you is you!
- There are two powerful questions that help us understand the value we derive from our activities:
 - 1) How much long-term benefit or meaning did I experience from this activity?
 - 2) How much short-term satisfaction or happiness did I experience in this activity?
- The three biggest Mojo Killers:
 - 1) Over-committing.
 - 2) Waiting for the facts to change.
 - 3) Looking for logic in all the wrong places.
- Four pointless arguments:
 - 1) Let me keep talking.
 - 2) I had it tougher than you.
 - 3) WHY did you do that?
 - 4) It's just not fair.
- When there is a problem, change yourself or change the situation.

WHY WE LIKE THIS BOOK

- It focuses on what is most important – staying connected to your values and your true self.
- Goldsmith gives practical tools to help change your thinking, your behavior, and your results