



FOLD Syllabus

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**Welcome to the Federal Outreach and Leadership Development program of the
Federal Executive Board of Minnesota**

Vision Statement

“Serve as a premier inter-agency leadership program engineered for developing and supporting future leaders to deliver exceptional results in a dynamic environment”

Mission Statement

Through introspection and personal leadership growth, FOLD connects leaders to their purpose and drive. Program content equips leaders to balance creativity and conviction through emotional intelligence, self-awareness, mindfulness, superior communication skills, conflict management, and continuous improvement knowledge in order to promote civil service excellence.

Program Objectives

- Developing emotional intelligence and mindfulness
- Improving oral and written communication skills
- Maximizing team-building and team-work
- Embracing diversity through inclusion
- Learning to “manage-up” in organizations
- Instilling continuous improvement principles
- Delivering conflict and change management principles
- Crafting catalysts of positive change
- Providing access to mentorship
- Facilitating interaction with FOLD Alumni

Primary Contact Information

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FOLD Code of Conduct

Attendance and Participation

Attendance is mandatory for the July 20th, August 17th and 18th sessions. No exceptions.

FOLD cohort meetings occur the 3rd Wednesday of every month with the exception of August which additionally includes a second full day session.

In order to graduate, absences throughout the remainder of the year must not amount to greater than 16 hours of missed content. Make-up assignments may be provided per the discretion of the FOLD Council.

Promptly notify Alyssa Bryan, FEB Executive Director if you anticipate missing a cohort session.

Pre-Assignments

Participants are expected to spend personal (non-work) time on reading and any tasks needed to prepare for program sessions. Examples of such assignments are completing self- assessments, journaling, and preparing for speaking presentations. Refer to the FOLD Syllabus for more information. Approximate time commitment for pre-assignments will average four hours a month.

Attire for Cohort Meetings

The dress code for all cohort meetings is business professional. As a mode of presenting yourself- aim to dress for the position you are aspiring towards, rather than the position you currently occupy.

Program Feedback

Additionally, the FOLD Council will solicit feedback following each program session. Please take the time to provide commentary on opportunities for growth within this program. Additionally, qualitative feedback will be solicited from each attendee's supervisor, but will never be tied to a performance evaluation.

Photographs and Social Media

FOLD representatives will be capturing photographic memories throughout your cohort's year together. These photographs may be used in our promotional materials and/ or on social media. Notify Bridget Katz, Social Media and Marketing Chair at bridget.katz@mn.usda.gov if you object to your photo being utilized on social media.

Mentorship Program

FOLD provides you tools to choose a valuable mentor aligning with your career goals and developmental needs. Refer to the *Mentorship Guide* as well as the *Mentor Directory* highlighting the elements of FOLD's mentorship program. Please refer to Corey Stoglin, Mentorship Chair at stoglin.corey@dol.gov for more information.

Alumni Networking and FEB Special Events

FOLD now boasts a robust Alumni network in the Minnesota federal community. Throughout your cohort experience as well as afterwards, we will encourage your continued development as a leader through networking and continuing education related to leadership. FOLD also features an annual Holiday Party which is organized by the Alumni Networking Sub-Committee. Please refer questions to Tina Gauthier at tina.m.gauthier@hud.gov for more information.

Schedule Overview

FOLD sessions will be scheduled on the third Wednesday of each month from approximately 8:00 AM to 4:30 PM. Graduation will culminate the FOLD experience; coinciding with the FEB's Public Service Recognition Week's ceremony during the week of May 1, 2017.

Please review the schedule for the program. Program dates are set through May. Prior to each meeting, you will receive the formal agenda which may reflect subtle changes; however the meeting dates, locations and dress requirements will not change.

FOLD 2016-2017 Meeting Schedule Overview

Orientation Day

Date	July 20, 2016 8:00 AM – 4:30 PM
Location	Food and Drug Administration- Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	a) Complete the FOLD Self- Inventory Survey b) Vote on Site Visits c) Prepare Agency Mission Overview Presentation
Schedule	<ul style="list-style-type: none"> • Welcome and Introductions • FEB Overview • FOLD Council Overview • Syllabus Overview • Agency Mission Overview Presentations • Team Building Activity • Speed Mentoring

Leadership Foundry- Two Day Session*

Date	August 17 & 18, 2016 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Complete all Leadership Foundry self-assessments
Schedule	Leadership Foundry

Executive Leadership Panel & Mindfulness Workshop

Date	September 21, 2016 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Watch TED Talk- Vulnerability (Brene Brown) Servant Leadership Capstone Project Proposal Due Confirm Mentor Selection
Schedule	<ul style="list-style-type: none"> • SES Leadership Panel Discussion • Mindfulness Workshop
Recommended Reading	<ul style="list-style-type: none"> • Mindfulness- Finding the Space to Lead • The Speed of Trust • The 21 Irrefutable Laws of Leadership • Leadership on the Line

Communication, Feedforward/Feedback

Date	October 19, 2016 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Prepare Article Speeches
Schedule	<ul style="list-style-type: none"> • The Art of Giving and Receiving Feedback • Writing with Style, Clarity, and Organization • Giving Great Speeches • Toastmasters Plug

Site Visit I and II

Date	November 16, 2016 8:00 AM – 4:00 PM
Location	To Be Announced
Dress	Business Professional
Pre-Assignments	Site Visit Coordination and Planning
Schedule	<ul style="list-style-type: none"> • TBD

Conflict Management

Date	December 21, 2016 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Prepare FOLD Talk Refresh Conflict Management Results (from Leadership Foundry) Resume Ready for Professional Review Due
Schedule	<ul style="list-style-type: none"> • Conflict Management • Difficult Conversations • FOLD Talks • Holiday Mixer
Recommended Reading	<ul style="list-style-type: none"> • Difficult Conversations • The 5 Dysfunctions of a Team

Globalization and Career Advancement Tips

Date	January 18, 2017 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Prepare FOLD Talk
Schedule	<ul style="list-style-type: none"> • International Focus and Consulate Briefing • Leading Virtual Teams and Teleworking Practices • Interview Techniques • Resume Review and Tips • FOLD Talks
Recommended Reading	The Loudest Duck The Compound Effect Real Power

Site Visit III and IV

Date	February 15, 2017 8:00 AM – 4:00 PM
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Location	To Be Announced
Dress	Business Professional
Pre-Assignments	Site Visit Coordination and Planning
Schedule	<ul style="list-style-type: none"> • TBD

Continuous Improvement and Managing Change

Date	March 15, 2017 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Prepare FOLD Talk Literature Talking Point Paper Due
Schedule	<ul style="list-style-type: none"> • Interview Techniques • Resume Review and Tips • Change in the Federal Government • Lean Six Sigma Yellow Belt Workshop • FOLD Talks
Recommended Reading	<ul style="list-style-type: none"> • What Got You Here Won't Get You There • A Passion for Leadership • Who Moved my Cheese?

Servant Leadership Capstone Presentations and Volunteer Opportunity

Date	April 19, 2017 8:00 AM – 4:00 PM
Location	Food and Drug Administration – Training Room 250 Marquette Avenue, Suite 600 Minneapolis, MN 55401
Dress	Business Professional
Pre-Assignments	Prepare FOLD Talk Final FOLD Self-Inventory Survey
Schedule	<ul style="list-style-type: none"> • Capstone Presentations • Reflection • Volunteer Opportunity TBD

Site Visits- the O in FOLD

Site visit planning is an exciting opportunity to collaborate with your fellow cohort members, as well as hone professional communication and conflict resolution skills. Past site visits have brought FOLD cohorts face to face with planes landing at MSP at the FAA tower, handling firearms with ATF Special Agents, or touring the capitol with the Governor's staff (to name a few of our favorites). The site visit forum also provides a chance to interact with external leaders, experience different corporate cultures, and discover how different entities foster organizational leadership.

As a cohort you will vote on which site visits you would like to experience prior to Orientation Day. Choices for site visit themes are as follows:

- **State, Local and/or Tribal Government**
- **Law Enforcement**
- **Transportation**
- **Fortune 500 and/or Non-Profit Organizations**
- **Health Care**
- **Military**

During Orientation Day, cohort members will elect for which site visit they would like to lead the coordination. For optimal collaboration, coordination teams will be limited to five individuals. Time will be given during cohort sessions for coordination but most planning should be completed outside of FOLD cohort sessions.

Each team will be responsible for reaching out to external organizations in order to secure and make arrangements for a half day visit in either November or February. This is your opportunity to hone your ability to interact with otherwise unknown individuals in a professional setting.

Additionally, the two teams for each month will be responsible for coordinating logistics and provisions for the entire cohort for the entire day. All of these details will be captured in a formal agenda and distributed to the cohort in advance of the site visit day.

Tools to assist in site visit planning are as follows:

- 1) FOLD Council Liaison- this individual will assist you with any questions you may have as well as help navigate pitfalls of site visit planning.
- 2) Agency Contact List- A compilation of known FEB contacts for each site visit theme. The cohort is also encouraged to utilize their own network of existing contacts.
- 3) FOLD Introduction to External Partners- this document provides key talking points to consider when approaching an external agency.

Written Communication Assignments

Another critical element to leadership is succinctly communicating in writing. The following two opportunities will be provided to demonstrate your writing ability improvement.

1) Resume Revision

Objective: Revise your resume utilizing lessons learned from the October session. Your revised resume will then be reviewed and edited by a Human Resource professional and returned to you during the March session. Resume revisions are due in November.

2) Talking Point Paper

Objective: Demonstrate your writing skill improvement and lessons learned from the October session through a one page paper on literature from the recommended reading list below or from your personal collection. The Talking Point Paper is due during the March 2017 session.

Public Speaking Assignments

A major component of leadership is your ability to effectively deliver a message and convey your ideas in a public forum. FOLD provides the following three opportunities for you to practice your presentation skills:

1) Orientation Day Agency Overview

Objective: In July this presentation will establish the baseline of your public speaking ability as well as provide your fellow cohort members with knowledge regarding your day to day activities when you are not at FOLD. Your presentation should cover what your role is in relation to delivering your agencies mission to the American Public and should be between three and five minutes long.

2) Leadership Article Presentation

Objective: Demonstrate your public speaking skill advancement during the presentation of themes from an independently selected article or news piece. The presentation should be 5 minutes long and communicate the main ideas from the article as well as the presenter's personal opinion on the presented topic. FOLD Talks will occur in December, January and March.

3) Servant Leadership Capstone Presentation

Objective: Summarize your capstone project through a formal presentation format. Your capstone proposal will be reviewed by the FOLD Council during the September meeting. Presentations will occur in April.

Servant Leadership Capstone Presentation Overview

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first; perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

-Robert K. Greenleaf (The Servant as Leader, 1970)

Requirements

- By the September FOLD meeting ([date]) provide a brief proposal for your Servant Leadership Capstone including what organization or type of volunteer work you are interested in completing. Template and examples provided.
- Lead a volunteer/service experience. You will complete this project individually, but aspects of the project may require you to include members of your community.
- Reflect on you experience before, during, and after the project. Complete a brief individual reflection survey before and after your project.
- Request that the volunteer coordinator for your organization complete a brief survey.
- Provide a 10 minute presentation to the FOLD Cohort about your experience at the [FOLD meeting title] ([date]).

Servant Leadership Capstone Goals

- Practice key leadership behaviors and principles including but not limited to listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, building community.
- See volunteering and servant leadership as a learning experience and a chance for personal and team growth.
- Understand your impact as a servant leader on the organization and community both through immediate outcomes and long term impact of your service. Understand how serving others impacts you as a leader. Discover how serving is critical and beneficial to organizations.

Presentation

- What? So What? Now What?
 - *What* describes facts of what you did and substance of the activity.

- *So What* interprets the meaning of the experience, feelings, and lessons learned.
- *Now What* contextualizes the experience in the big picture. This applies the lessons and insights to new situations and future goals and actions.
- Questions to consider answering:
 - What leadership skills did you use while volunteering?
 - What behaviors could you translate from volunteering into your leadership behaviors?
 - What impact did volunteering have on you as an individual? As a leader?
 - What impact did your volunteering have on other individuals? What impact did it have on the community? What impact did it have on the organization?
 - Did you do your volunteering in a group or as an individual? How did that impact your experience? What did that teach you about leadership?

Strategy for Planning and Implementing Your Servant Leadership Capstone

1. Think about what issues or organizations you want to work for. Find an organization that you feel passionate about.
2. Contact the organization's volunteer coordinator. Tell the volunteer coordinator that you're interested in volunteering or setting up a project with them. Have an idea of what you might want to do, but also ask them what, if anything, they need done; respect the community voice and needs of the organization. If you plan to coordinate a group of volunteers, tell them how many people or ask how many people they would need.
3. Sort out your logistics: Location, time, date, tools/equipment you need to supply, tools/equipment the organization can supply, appropriate attire.
4. Build in reflection: Take notes during the activity for later reflection. Consider interactions between yourself and other and interactions you observe. Observe attitudes, comments, and situations.

Capstone Project Brainstorming

These are a few ideas to help you start thinking about your Servant Leadership Capstone:

- Volunteer.gov (<https://www.volunteer.gov/results.cfm?states=MN>) – has volunteer opportunities with government agencies.
- Lead a group of volunteers to pull garlic mustard plants in Frontenac State Park for the Minnesota Department of Natural Resources (<http://dnr.state.mn.us/volunteering/index.html>).
- Become a Community Volunteer Leader for the American Red Cross, Minnesota Region (<http://www.redcross.org/local/mn/volunteer>).
- Coordinate a team to spend a day working on a Habitat for Humanity build (<http://www.tchabitat.org/>).

Capstone Project Brainstorming continued

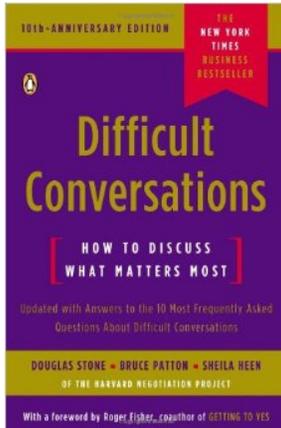
- Organize a group to prepare and serve a meal to families and children at Children's Hospitals and Clinics of Minnesota or Ronald McDonald House

(<https://www.childrensmn.org/support-childrens/volunteer/>,
<http://www.rmhtwincities.org/index>).

- Serve on a community board, service organization's board, or a local council and be a positive change agent.
- Teach a valuable skill to a community group. For example, partnering with a retirement community to teach them how to Skype with family.
- Organize fundraising or resource-raising for an organization or cause. For example, coordinating an Emergency Groceries Block Party for your neighborhood, where everyone donates food for a local food shelf. Then recruit volunteers to deliver the donations and help at the food shelf.

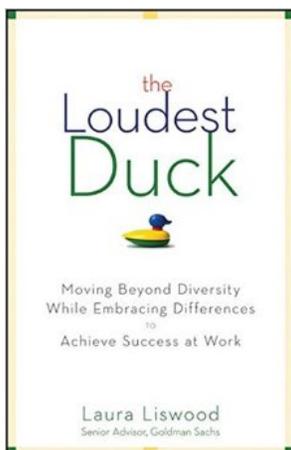
Recommended Literature List

This list represents a compilation of the FOLD Council’s favorite books related to leadership development. Recommended reading is provided where applicable for certain cohort sessions. These are optional for the avid readers amongst us.



Difficult Conversations | How to discuss what matters most **By Stone, Patton and Heen**

The book identifies three internal conversations that one should have after facing a challenging interaction. These are summarized as the “what happened,” “the emotions,” and “the identity” conversations. This first half of the book essentially describes various predispositions that we enter conversations with. From reflection, the book goes on to lay out a guideline to create learning conversations rather than difficult ones. This involves understanding your purpose before a conversation, aiming to learn, seeking to express yourself, and working to problem solve. The book provides a step-by-step process for reflecting after having a difficult conversation. The book helps the reader create a structure that can be followed to have productive conversations. Following this structure, the reader will hopefully develop a talent for navigating through difficult conversations.



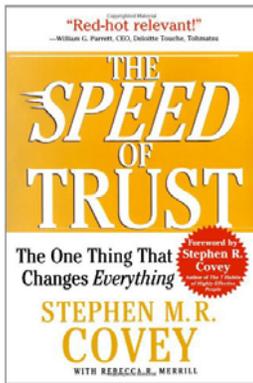
The Loudest Duck | Moving beyond diversity while embracing differences to achieve success at work **By Laura Liswood**

The intro states that diversity in the workplace, in its current state, is not effective. There is no real change involved in simply hiring diverse groups of people or “assembling Noah’s Ark”. The author lists her experiences in discovering how “Diversity 1.0” is insufficient.

The author goes into all of the items: national origin, age, culture, religion, gender, sexual orientation, and socioeconomics, family, marital status, positions/seniority, and physical appearance.

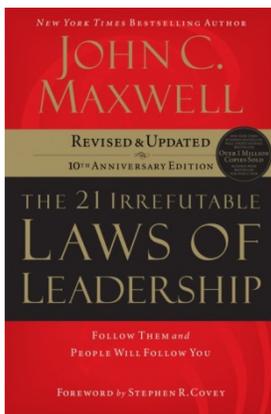
The book discusses innate biases, and lists examples on how problematic to an organization they can be. Readers will be able to question themselves on where they need to examine internal biases and assumptions. This book does not give answers to

issues of diversity but provokes internal reflection in how to approach issues of diversity.



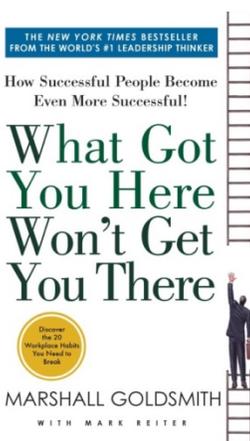
The Speed of Trust **By Stephen M.R. Covey**

As the title suggest, this book covers the topic of trust. The author discussed the pervasiveness of trust in our everyday lives, including family, work, nation, economy, and government. A metaphor of five waves is used to illustrate how we confront with trust throughout our lives. The reader is guided through four cores and 13 behaviors that the author deems necessary for people to develop credibility and gain the trust of others. The book also discussed how to regain trust after it has been lost. This is a good option for individuals that are seeking positions of power, which will require mastery in gathering trust.



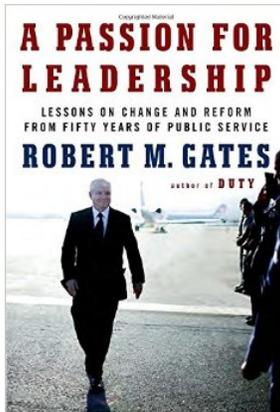
The 21 Irrefutable Laws of Leadership

This book is a great combination of practical ideas and interesting stories from business, sports, and history that illustrate the concepts. Each of the chapters can be read on its own and wouldn't have to be read in any particular order, so this is a great book for busy people. It was originally published in 1998 and updated in 2007 because of its popularity. It is a leadership classic that is both inspiring and challenging.



What Got You Here Won't Get You There

This book addresses “bad habits” that can hold leaders back and is chock full of practical advice on what to do as well as what not to do. It will help you look at your leadership behaviors with a different perspective and is an extremely engaging read. Highly recommended

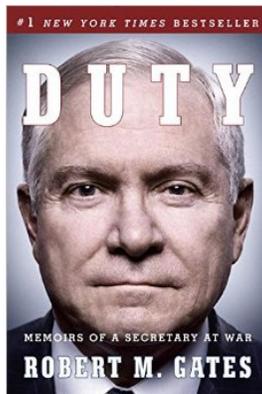


A Passion for Leadership: Lessons on Change and Reform from Fifty Years of Public Service

By Robert M. Gates

From the former secretary of defense and author of the acclaimed #1 best-selling memoir *Duty*, a characteristically direct, informed, and urgent assessment of why big institutions are failing us and how smart, committed leadership can effect real improvement regardless of scale.

Having led change successfully at three monumental organizations—the CIA, Texas A&M University, and the Department of Defense—he offers us the ultimate insider’s look at how major bureaus, organizations, and companies can be transformed, which is by turns heartening and inspiring and always instructive.

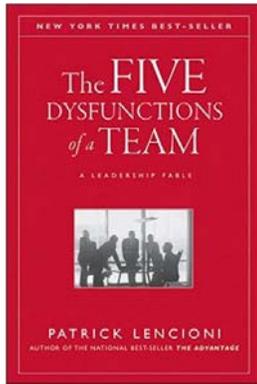


Duty: Memoirs of a Secretary at War

By Robert M. Gates

From the former secretary of defense, a strikingly candid, a vividly written account of his experience serving Presidents George W. Bush and Barack Obama during the wars in Iraq and Afghanistan. In this unsparing memoir, meticulously fair in its assessments, he takes us behind the scenes of his nearly five years as a secretary at war: the battles with Congress, the two presidents he served, the military itself, and the vast Pentagon bureaucracy; his efforts to help Bush turn the tide in Iraq; his role as a guiding, and often dissenting, voice for Obama; the ardent devotion to and love for American soldiers—his “heroes”—he developed on the job.

Offering unvarnished appraisals of Dick Cheney, Joe Biden, Hillary Clinton, and Presidents Bush and Obama among other key players, Gates exposes the full spectrum of behind-closed-doors politicking within both the Bush and Obama administrations.

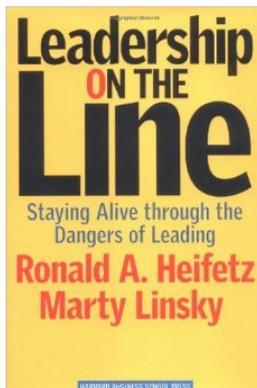


The Five Dysfunctions of a Team: A Leadership Fable

By Patrick Lencioni

In "The Five Dysfunctions of a Team" Patrick Lencioni once again offers a leadership fable that is as enthralling and instructive as his first two best-selling books, "The Five Temptations of a CEO" and "The Four Obsessions of an Extraordinary Executive." This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams.

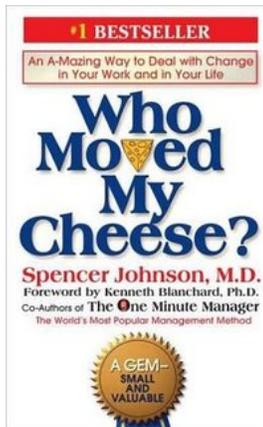
Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight. Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.



Leadership on the Line: Staying Alive Through the Dangers of Leading

By Heifetz and Linsky

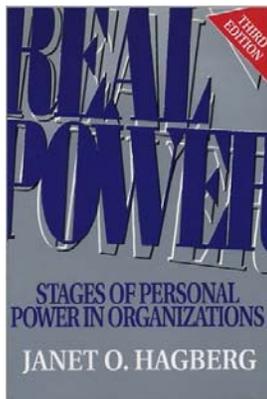
To lead is to live dangerously. It's romantic and exciting to think of leadership as all inspiration, decisive action, and rich rewards, but leading requires taking risks that can jeopardize your career and your personal life. It requires putting yourself on the line, disturbing the status quo, and surfacing hidden conflict. And when people resist and push back, there's a strong temptation to play it safe. Those who choose to lead plunge in, take the risks, and sometimes get burned. But it doesn't have to be that way say renowned leadership authorities Ronald Heifetz and Marty Linsky. In Leadership on the Line, they show how it's possible to make a difference without getting "taken out" or pushed aside. They present everyday tools that give equal weight to the dangerous work of leading change and the critical importance of personal survival. Through vivid stories from all walks of life, the authors present straightforward strategies for navigating the perilous straits of leadership. Whether parent or politician, CEO or community activist, this practical book shows how you can exercise leadership and survive and thrive to enjoy the fruits of your labor.



Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life

By Spencer Johnson

This book does a good job of succinctly describing the author's message about dealing with change. Four typical methods of how individuals react to change are explained clearly through metaphorical characters. The imagery allows readers to apply the content to their own professional or personal lives. This book is simplified, understandable and easy to read. The book is a quick read and its message is clear. The book gives good advice on handling change and being cognitively aware of your position when faced with change. The reader will find themselves reflecting on how they let go of old routines and react to new situations. Readers can draw connections to situations in their personal lives. The message of the book is to enable yourself to adapt to change and realize how you typically confront a change in your routine.

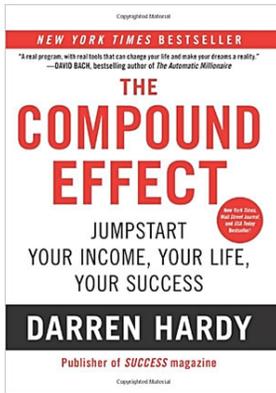


Real Power

By Janet Hagberg

"Janet O. Hagberg has written a dynamic book about power -real, personal power- for forward-looking people and organizations who want to harness their own power for the common good "I wrote this book," says Hagberg, "to transform the way we think about power and leadership. It takes people on a journey beyond achievement and success to a stance in which power comes from their inner core and they lead from their souls."

There is no doubt that the world is ready for a new model of leadership. In this third edition, Janet Hagberg addresses much that she has learned from her readers. The result is a deepening of the descriptions of each stage, a new way to think about the dark side of each stage, new stories of each stage derived from her readers, a connection to the spirituality expressed at each stage, as well a description of "The Wall" between Stages Four and Five. Throughout the book, the author adds more of her personal story to illustrate her experiences and observations of each of the stages of power."



The Compound Effect **By Darren Hardy**

Author Darren Hardy, Publisher of SUCCESS magazine, presents the idea that success comes from consistent and smart, small choices that may seem to offer little to no immediate payoff. Whether the rewards come in the form of financial, physical, or career gains, Hardy provides clear examples of how small decisions make a difference—for better or worse. He provides Summary Action Steps for each chapter, with titles such as: Choices, Habits, Momentum; Influences, Acceleration. Personal assessments and questionnaires are provided to help the reader become more aware of his or her current and desired trajectories. Some of the writing feels a bit gimmicky—and there are certainly opportunities presented to purchase additional resources—the book’s message is solid, and it is well worth an active read.



Finding the Space to Lead **By Janice Marturano**

Author Janice Marturano, a former vice president at General Mills, defines mindfulness as a way of finding mental and emotional space that will enable the reader to react more calmly, creatively, and humanely to urgent demands and pressures. She makes a case for mindfulness training as a path to leadership excellence. Tools such as meditations, reflections, and purposeful pauses are introduced and examined through case examples and other practical leadership applications. Perhaps more than other professional development books, this is an active read in that mindfulness isn’t served from an a la carte menu of tips and nuggets. Rather, a reader should be prepared to embrace and adopt a broad approach for maximal results.