

LEADERSHIP TOOLKIT

BOOKS / READING MATERIALS / AUDIOBOOKS

(HIGHLIGHTED TITLES ARE AVAILABLE FOR CHECKOUT FROM THE NACADSS OFFICE)

- *The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work* – Shawn Achor
- *Getting Things Done: The Art of Stress-Free Productivity* – David Allen
- *Leadership and Self-Deception* – The Arbinger Institute
- *The Anatomy of Peace: Resolving the Heart of Conflict* – The Arbinger Institute
- *Snakes in Suits: When the Psychopath Goes to Work* – Paul Babiak & Robert D. Hare
- *FYI – For Your Improvement: Competencies Development Guide (6th Ed.)* – Heather Barnfield & Michael M. Lombardo
- *Peer Today, Boss Tomorrow* – Laura Bernstein
- *The Secret: What Great Leaders Know and Do* – Kenneth Blanchard, Ph.D. & Mark Miller
- *The One Minute Manager Builds High Performing Teams (New and Revised Edition)* – Kenneth Blanchard, Ph.D., Eunice Parisi-Carew, et al.
- *The One Minute Manager: The Quickest Way to Increase Your Own Prosperity* – Ken Blanchard, Ph.D. & Spencer Johnson, M.D.
- *The New One Minute Manager* – Kenneth Blanchard, Ph.D. & Spencer Johnson, M.D.
- *The Great Workplace: How to Build It, How to Keep It, and Why It Matters* – Michael J. Burchell & Jennifer Robin
- *How to Manage in the Public Sector* – Gordon Chase
- *No Drama Leadership: How Enlightened Leaders Transform Culture in the Workplace* – Marlene Chism
- *Fish! A Remarkable Way to Boost Morale and Improve Results* – John Christensen, Stephen C. Lundin, & Harry Paul
- *Meeting That Work* – The Clynes Group
- *Sticking to It* – Lee Colan
- *107 Ways to Stick to It* – Lee Colan
- *Minds and Hearts* – Lee Colan
- *Winners Always Quit* – Lee Colan & David Cottrell
- *Good to Great* – Jim Collins
- *The Oz Principle: Getting Results Through Individual and Organizational Accountability* – Roger Connors, Craig Hickman, and Tom Smith
- *The Magic Question* – David Cottrell
- *Time!* – David Cottrell
- *Monday Morning Leadership* – David Cottrell
- *Indispensable* – David Cottrell
- *The Next Level* – David Cottrell
- *Escape from Management Land* – David Cottrell & Ken Carnes
- *136 Effective Presentation Tips* – David Cottrell & Tony Jeary
- *The Manager's Coaching Handbook* – David Cottrell & Mark Layton
- *157 Ways to Get More Done in Less Time* – David Cottrell & Mark Layton
- *Monday Morning Customer Service* – David Cottrell & David Reed
- *The Seven Habits of Highly Effective People* – Stephen Covey
- *Change Management: The People Side of Change* – Timothy J. Creasey & Jeffrey M. Hiatt
- *Catch! A Fishmonger's Guide to Greatness* – Cyndi Crother

- *A View From the Balcony: Leadership Challenges in Systems of Care* – Gary DeCarolis
- *Breaking the Habit of Being Yourself* – Dr. Joe Dispenza
- *The Public Innovator’s Playbook: Nurturing Bold Ideas in Government* – William D. Eggers & Shalabh Kumar Singh
- *Transforming Leadership: Jesus’ Way of Creating Vision, Shaping Values, & Empowering Change* – Leighton Ford
- *The Goal: A Process of Ongoing Improvement (30th Ann. Ed.)* – Eliyahu M. Goldratt & Jeff Cox
- *Crucial Conversations: Tools for Talking When Stakes are High (3d Ed.)* – Joseph Grenny, Kerry Patterson, et al.
- *Lessons in Loyalty* – Lorraine Grubbs-West
- *Reforming Welfare by Rewarding Work: One State’s Successful Experiment* – Dave Hage
- *Leadership Without Easy Answers* – Ronald A. Heifetz
- *Toy Box Leadership: Leadership Lessons from the Toys You Loved as a Child* – Ron Hunter & Michael E. Waddell
- *Winners Never Cheat* – Jon M. Huntsman
- *We’ve Got to Start Meeting and Emailing Like This!* – Tony Jeary & George Lowe
- *Fourth Generation Management: The New Business Consciousness* – Brian Joiner
- *Who Moved My Cheese?* – Spencer Johnson, M.D.
- *The Present: The Gift That Makes You Happy and Successful at Work and in Life* – Spencer Johnson, M.D.
- *Breakpoint: Business Process Redesign* – Robert A. King
- *Leading Change: Why Transformation Efforts Fail* – John P. Kotter
- *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* – James Kouzes & Barry Z. Posner
- *Learning Leadership: The Five Fundamentals of Becoming Exemplary Leaders* - James Kouzes & Barry Z. Posner
- *Leadership ER* – Stephen Krempf
- *Leading with the Heart* – Coach Mike Krzyzewski
- *The Advantage* – Patrick Lencioni
- *The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities* – Patrick Lencioni
- *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues (A Leadership Fable)* – Patrick Lencioni
- *The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery* – Patrick Lencioni
- *The Four Obsessions of an Extraordinary Executive* – Patrick Lencioni
- *The Five Dysfunctions of a Team* – Patrick Lencioni
- *The Six Types of Working Genius* – Patrick Lencioni
- *Tough Management* – Chuck Martin
- *The 21 Irrefutable Laws of Leadership: Follow Through and People Will Follow You* – John C. Maxwell
- *The 21 Indispensable Qualities of a Leader* – John C. Maxwell
- *A Leader’s Heart* – John C. Maxwell
- *Leadership 101* – John C. Maxwell
- *The #1 Guide to Performance Appraisals: Doing it Right!* – James E. Neal, Jr.
- *1001 Ways to Reward Employees* – Bob Nelson, Ph.D.
- *Lincoln on Leadership* – Donald T. Phillips
- *Silver Bullets* – Vince Poscente
- *Why Great Leaders Don’t Take Yes for an Answer* – Michael A. Roberto
- *The Tiny Warrior: A Path to Personal Discovery and Achievement* – D.J. Eagle Bear Vanas
- *The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter* – Michael D. Watkins
- *The Five Essential Leadership Questions* – R. Jon Young

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SOCIAL SERVICES SPECIFIC (REFERENCES TO KEEP NEARBY)

- *Handbook for County Social Services Boards (2009)* – John L. Saxon
- *Open Meetings and Local Governments in North Carolina: Some Questions and Answers (2017)* – Frayda S. Bluestein and David M. Lawrence
- *Public Records Law for North Carolina Local Governments (1997)* – David M. Lawrence
- *Suggested Procedural Rules for Local Appointed Boards (2020)* – Tey Allen and A. Fleming Bell, II

- *Disclosing Protective Services Information: A Guide for North Carolina Social Services Agencies (2015)* – Aimee Wall
- *Reporting Child Abuse and Neglect in North Carolina (2nd Edition)* – Janet Mason
- *Making Good Decisions About Confidentiality in Child Welfare* – Legacy Family Institute of Every Child Matters (note: not NC specific)
- *Abuse, Neglect, Dependency, and Termination of Parental Rights Proceedings in North Carolina (2022)* – Sara DePasquale
- *Social Services and Related Laws of North Carolina (2016 Edition)* – LexisNexis

WEBSITES

- Center for Creative Leadership (<https://www.ccl.org/>)
- Governing: The Future of States and Localities (<https://www.governing.com/>)
- HRDQ (<https://hrdqstore.com/>)
- Leadercast (<https://www.leadercast.com/>)
- Leader to Leader - University of Pittsburg (<https://onlinelibrary.wiley.com/journal/15315355>)
- Office of State Human Resources (<https://www.oshr.nc.gov/>)
- The Performance Institute (<https://www.performanceinstitute.org/>)
- TED (<https://www.ted.com/talks>)
 - [Simon Sinek – Why Good Leaders Make You Feel Safe](#)
- UNC School of Government Social Services Microsite (<https://www.sog.unc.edu/resources/microsites/social-services>)

TRAININGS / SEMINARS

- UNC School of Government – Public Employment Law \$\$\$
- UNC School of Government - Public Executive Leadership Academy \$\$\$\$ (scholarships available)
- UNC School of Government – Leading for Results - Local Government Federal Credit Union (LGFCU) Fellows - FREE
- National Association of Counties (NACo.®) – High Performance Leadership Academy \$\$\$\$
- Fred Pryor Seminars - \$\$\$?
- Local Community Leadership Programs - ??
- NeoGov Trainings - ??

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COUNTY EXAMPLES OF PROCESSES USED TO TRANSFER KNOWLEDGE TO LEADERSHIP TEAM

Avery:

- Monthly meetings with all supervisors together as a management team have been beneficial so each dept. knows what is going on in all depts., not just individual meetings weekly.
- Remembering that it takes everyone to make the agency run smoothly and that you are all working towards the same goal.

Catawba:

- Intentionally bringing executive staff to shadow Director at meetings/events where they would not normally be expected to be in attendance (includes filling in at Department Head meetings for DSS Director). Similarly, intentionally cc'ing executive staff in on or forwarding them correspondence where they would not normally be included (e.g., emails sent to the state re: concerns or email sent to BOC or CM office regarding business of the Department).
- Mentoring/relationship building with team – above and beyond typical supervision.

Dare:

- All new supervisors are assigned to read *The First 90 Days*. Some receive the book before their start date and others on their first day. As the director, I meet with them every two weeks to review and discuss two chapters at a time.
- All new supervisors are assigned to read *Monday Morning Leadership* by David Cottrell. They receive the book at about six months. As the Director, I meet with them every two weeks to review and discuss two chapters at a time.

Duplin:

- Provide or allow them to attend/receive training and education (e.g., most recently I contracted services to provide training to the management and supervisors to educate on the interview process, performance evaluations and disciplinary process).
- After all meetings I attend, I have a management team meeting and share the information I received. Sometimes they are not aware of some information and this allows them to prepare in advance for the change and ask their CQI Specialist questions. Also, it allows me to ask the staff questions which enhances my knowledge of the programs.
- I forward almost all emails to my management team to keep them in the loop regardless if they receive the same emails.

Hertford:

- I utilize icebreakers/games that relates to leadership roles!
- Skill sharing....we discuss different situations and provide insight on the situation/issue/concern.

Macon:

- Standing Leadership Team meetings every two weeks
- Paid subscription to Leadercast™ NOW (<https://www.leadercast.com/>) content

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McDowell:

- Weekly leadership meeting with all the supervisors and program managers to meet about everything I have learned the week prior to provide transparency including budget items, possible new bills being heard in the House or Senate that may affect them, other county news in other departments, let them tell other supervisors what they are seeing in their departments, and we plan for the upcoming week.
- Weekly or bi-monthly unit meetings with the staff and I participate in those as well to give them information that I have learned and give them the “why” behind what is happening.

Lincoln:

- Book club with management team.
- Team building activities during management team and in all staff meetings.
- NASA moon landing activity.

Rockingham:

- New information learned from the State, such as when we are at meetings, is shared during our smaller management meetings (if the information is approved to be shared). We discuss it and then plan on how staff will get this information (such as training), so that there is succession of information flow. Emails don't necessarily

work, because we have staff that don't check their emails. Having brief meetings with information that is broken down into chunks works much better than putting everything on someone.

- I make sure the Assistant Director knows everything that I know as it relates to DSS, so if I am "hit by a bus" she has the information to continue to make the agency operate and function. She has the same confidentiality requirements; can sign anything I can sign. This was done in case something should happen to me or I am out-of-town and it has to be addressed.

Rowan:

- Model. I include leaders and others in tasks/situations/meetings that I want them to observe. When I took my role as director, I depended a LOT on the role modeling the prior director had provided me.
- Training. I encourage leaders to participate in and seek out training opportunities to help build skill in areas beyond their programs, such as leadership development, cultural competency, and ethical considerations. Along these same lines, I include all leaders in conversations that might only pertain to one or two so that they can cross train one another on issues that have major impact and learn appropriate responses.

Swain:

- Face-to-Face with management.
- Email.

Union:

- Monthly leadership team meetings.
- Standard operating procedures.
- Succession plans.
- Mentoring/growing leadership team staff.
- Engaging leadership team in meetings/trainings/etc. that will share knowledge.

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