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Contact Steve Shaw: sshaw@antioch.edu if you have any questions.

**Disruptive Behaviors and Systems Change**
Holloway and Kusy

“The day this person left our company is considered an annual holiday!” This quote from our two-year research on toxic personalities echoes the impact these individuals have in organizations. They are profit saboteurs who undermine workplace well-being and productivity. Our mixed-methods national study of over 400 leaders included in-depth interviews and an 82-item online survey with
representative of all sectors. In this seminar, a systems approach will be initiated to understand dimensions that give toxic individuals their power. Focus will be placed on individual interventions. Please note that systems interventions at the organizational and team levels will be discussed more fully during year 3’s seminar on Aligning Organizational Culture and Team Norms.

Seminar objectives include the following:
• Using our mixed-methods approach as a backdrop, we will identify some of the intricacies of this research design methodology, along with:
  • The three types of toxic personalities,
  • Individual interventions
  • Introduction to team and organizational interventions (covered in greater detail in Year 3)
  • Identification of “toxic protectors” and “toxic buffers”;
• Considering dimensions of systems thinking, this seminar will identify the systems changes that need to occur to reduce the frequency and intensity of organizational toxicity, as well as enhance communities of respectful engagement.

Readings:

Available through the library: https://antioch.on.worldcat.org/oclc/630107705
Read chapters 1-4, 7, 8, appendices

Available through the library: https://antioch.on.worldcat.org/oclc/1009619126
Please read chapters 1 through 5.

**Theories and Practice on Team Coaching and Development**

Lingham

As organizations become more team oriented, the need for developing teams has become a critical aspect of organizational effectiveness. Most training and development programs are focused on individual learning and development, which usually also involves coaching as part of the program. The need for team development has inspired researchers and consultants to develop a better understanding of team or to use existing frameworks for team development (ranging from offsite team bonding experiences to attempts at team coaching).

In this session we will discuss the evolution of team development and the emergence of team coaching as part of both research and practice. Please come to the session having read the required readings so we can engage in meaningful discussions on the topic of team coaching and development juxtaposed with your own experiences of teamwork, team coaching, and team development.

**Required Readings:**

**A. Team Development**


**Will need to use We Deliver**

ISBN: 9781483346366  Price: 119.70
B. Team Training and Development


Additional Recommended Readings


This is available as a PDF on the Readings page


Despite the growing challenges and opportunities created by our interconnected world, many leaders do not know how to lead in situations where there are competing expectations and/or values, misunderstandings or conflicts rooted across boundaries (vertical, horizontal, stakeholder, geographic or demographic), or differences (gender, race, religion, nationality, class, sexuality, language, immigrant status, education, and age). When the pressure between groups becomes too great, often because of a triggering event or series of events, faultlines becomes active, borders and boundaries are tightening and groups separate into "us" and "them." This can result in fractured relationships, sub-optimal results, and conflict. Yet, whenever group boundaries intersect and collide there is also huge potential that can be tapped into, new ways of collaboration and different ways of working.

Leaders, who understand that many factors, external and internal to an organization, can intensify in-group/out-group dynamics, are better prepared to effectively address boundary issues within and outside their organizations.

NOTE: For gaining optimal value out of this session students must pay specific attention to the practical applicability of the readings in their own area of practice. Students will be asked to have small dialogue group discussions about their own boundary spanning leadership practices, and to share these with the rest of the group.

**Required Readings:**


Center for Creative leadership White Papers (Easy to read great applied practice resources):

Recommended Readings


**ISBN**: 9780071638876 **Price**: 16.41


**ISBN**: 9780470467169 **Price**: 61.98

Large Scale Real-Time Change
Kusy

You’ve probably heard the term bantered about many times—large-scale systems change. Interestingly, some leaders incorrectly believe they are engaging in this effort when, in reality, all they may be doing is pursuing big organizational or community changes without systems in place. Enter: large-scale systems change. This session focus on three perspectives:

1. Cutting-edge research;
2. Selected theories from seminal and contemporary experts;
3. Large-scale change practices.

There are so many contexts for large-scale systems change, including organization development, strategic planning, leadership development, values development, and a myriad of other venues that you will have opportunities to explore in this session. Please consider the following prompt questions and be prepared to discuss these in class:

- Based upon the readings, in what venues have you engaged large-scale systems change? What were the outcomes?
- What makes a large-scale intervention real-time?
How might large-scale systems change better engage marginalized stakeholders than more sequential change initiatives?

**Readings:**


**Need to use WD for this:**


**Dignity IN work and Dignity AT work**

Essed and Ladkin

In his seminal book, The Decent Society, philosopher Avishai Margalit states that a decent society is a non-humiliating one. But “it is easier to identify humiliating than respectful behavior, just as it is easier to identify illness then health,” (Decent Society, 1996:5).

Many will agree that human dignity is essential for a fully realized life and that meaningful work can contribute to that. What does working and leading with dignity mean in worlds of risk, in/security, ever-changing information technology, and social in/equality?

Sharon Bolton, Editor of the Volume *Dimensions of Dignity at Work* makes a distinction between dignity in work, in the sense of meaningful work you can feel pride in and dignity at work, in the sense of valuing and respecting the whole person in the work environment. Violations of the dignity of work and working
conditions can be partly a factor of exploitation and underpayment at the lower ends of the labor market, as discussed in some of the Chapters.

Essed’s article on ‘Gender Preferences in Racialized Spaces: Cloning the Physician’ problematizes the erosion of dignity at the higher levels of professions, in this case the health sector. The violation of dignity is embedded in the larger systems of how healthcare systems work through which certain profiles of dignity violating behaviors are cloned nevertheless. The suggestion is made that it takes changes at the deeper levels of culture to bring about change.

The session provides the opportunity to discuss, in a global context, what is relevant in life and work, why and for whom? How you have been able to address humiliating practices and conditions in your everyday working life. What are the challenges you face? How can theory be useful in shaping alternative practices? What are the criteria for 'good work and working conditions' and how have you been able to combine professional (organizational or community) goals with social responsibility for the wellbeing and dignity of different employees, colleagues, communities, locally or in an international context?

**Required readings:**


ISBN: 9780750683333  Price: 57.95

Available as an eBook through the library: [https://antioch.on.worldcat.org/oclc/476083066](https://antioch.on.worldcat.org/oclc/476083066)

Ch 1 Dignity in and at work: why it matters. Sharon C. Bolton (p. 3-16).

Ch 2 What dignity at work means. Andrew Sayer (p. 17-29).

Ch 6 The Informal Economy and Dignified Work. Niall Cooper and Chatherine May. (p 88-106)

Ch 9 Information technology at work: the implications for dignity at work. Bill Doolin and Laurie McLeod (p. 154 - 175).


ISBN: 9780199257034  Price: 52.66

Available as an eBook through the library: [https://antioch.on.worldcat.org/oclc/70253654](https://antioch.on.worldcat.org/oclc/70253654)
Recommended literature:
ISBN: 9780300166385 **Price:** 12.99
Available as an eBook through the library:
https://antioch.on.worldcat.org/oclc/758076143

ISBN: 9780674009929 **Price:** 14.69
Available as an eBook through the library:
https://antioch.on.worldcat.org/oclc/1041148895

Introduction to Comparative and Ex-Post Facto Research
Baron and Lingham

In this session we will look at the concept of comparative studies. We will look at the assigned required and optional articles and consider what kind of comparative studies each of these represents. We will also consider the strengths and weaknesses of the study design and the "Seriously Pink" article. Comparative designs are also used in qualitative research so we will consider how to flip a comparative quantitative study to a comparative qualitative study and vice versa.

Please bring hard copies of the articles with you to the session.

Required reading:

Optional Reading:
Leading Change Outside Organizational Boundaries
Tirmizi
A significant segment of leadership research uses an organizational lens to examine and describe the theory and practice of leadership. While these conceptions of leadership are important, they do not capture the complexity of leadership work that takes place outside organizational boundaries. Effectiveness of social sector organizations, to a large extent, depends upon their ability to meaningfully engage with a diverse set of constituents outside the organizational boundaries. Similarly, public sector entities are expected to work closely with citizens and respond to their needs and rights. Finally, the “mainstream” leadership literature does not fully attend to the nature of emergent leadership that occurs within social movements, which takes place outside the boundaries of major organized sectors.

The purpose of this session is to provide space to examine the nature of leadership needed to effectively respond to societal issues outside the organizational boundaries. Please use the following readings and questions to prepare for the session:

Readings:
• What are the challenges associated with exercising leadership beyond the scope of authority?

• What lessons does the work on popular education offer for social change leadership?

• What are the five leadership practices that make up the work of bridging?
Advanced Case Study Research Design
Holloway and Wergin

Case study is a research approach offering many different ways of collecting information. Some of them you have already studied in your first year of the program in preparation for your case study report (e.g. Robert Stake, The Art of Case Study Research). This seminar is designed to introduce you to some of the more complex strategies that have been used in case study research. For example, case studies might include research methodologies such as participatory action research, grounded theory, ethnography, and narrative inquiry as well as multiple methods for data collection.

Readings:

ISBN: 9781452242569 Price: 61.00
Will need to use We Deliver for this, or purchase
Chapter 2: Designing Case Studies pp. 27-69.

Choose One: (we will form groups around the dissertations)
partnerships. (Ph.D., Antioch University).
http://rave.ohiolink.edu/etdc/view?acc_num=antioch1140809392


**Leadership Surveys and Scales**
**Baron**
This session will briefly cover how data is collected for scale building in the context of a survey. We will discuss defining constructs, item development, response scale options, and how a simple unvalidated scale can be used as a measurement in your data analysis. We will look at some of the issues related to assessing scales used by other researchers and think you will find this helpful for your CRR learning achievement! Tony will also share how he developed and used a scale. We will post a Power Point to facilitate reading the "Leiter" article to your cohort site early in October.

**Readings:**


Elsevier.

**ISBN:** 9780123869159 **Price:** 75.35

**You will need to use We Deliver for this Read:**

Criteria for selection and evaluation of scales and measures p. 3-15

**DOI:** [http://dx.doi.org/10.1016/B978-0-12-386915-9.00001-2](http://dx.doi.org/10.1016/B978-0-12-386915-9.00001-2).  

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