

Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CEFP, AIA

Let's start the New Year with leadership. How you choose to lead determines how many people will follow as well as how successful your leadership will be. In both of the books I've reviewed for this issue, leadership is not about winning every battle—it is about maintaining your principles, values, and goals. This kind of leadership meshes well with the soon-to-be-released ISO 41001 “Facilities Management—Management Systems” standard that APPA has helped develop.

### AUTHENTIC LEADERSHIP: REDISCOVERING THE SECRETS TO CREATING LASTING VALUE

Bill George, Jossey-Bass, 2004, 218 pp., hardcover, softcover, e-book (\$0.10-\$10.99)

This book has been around for a while but never made it onto my radar until now. *Authentic Leadership* is about knowing what makes a good leader and how leaders can succeed better than others by maintaining a balance between leading and managing the organization's goals. It contains brief case studies of the methods espoused by Covey and others who should be familiar to many APPA members, particularly graduates of the Leadership Academy.

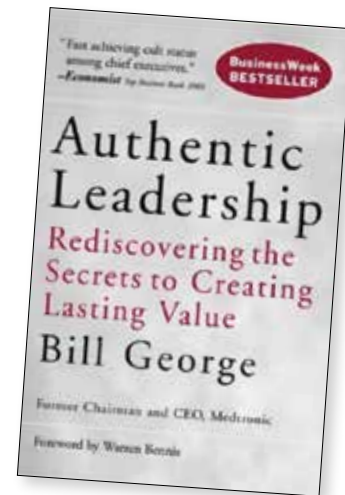
Bill George has moved from leading organizations to teaching and sharing the experiences that led him to a successful career. In *Authentic Leadership*, he relates both personal experiences and his observations of leadership successes and failures. He identifies the essential characteristics and external factors that help make people successful leaders rather than disappointing leaders. Both types may be leaders, but the latter is a leader good people don't want to follow. Think of bad leaders, the ones you don't want to follow, and compare them with leaders who inspire and draw more people into their sphere of influence or direction of focus. There's a huge difference when you think about it, and when you think about what those leaders did to be attractive and successful.

Every person is different; they have different morals and standards, and different backgrounds and experiences, but inside they are either leaders, managers, or followers. Some managers or followers aspire to lead, and many can if they have the correct focus and utilize the “secrets” that George exposes. Some of the cases he presents in *Authentic Leadership* demonstrate a follower moving to a leadership role by using the techniques he has identified.

The enjoyable thing about this book is that it

reminds me of the people in my career who demonstrated leadership, the principles they followed, and the risks they took along the way. The admirable characteristics George mentions were found in all of them. Sadly, I've known folks who were bad leaders too. They are presented here too—people who move into a position of leadership but whom few wish to follow, or who espouse attitudes and behaviors that result in their downfall.

While the word “secret” is found in the title of the book, it is only a teaser. There are no secrets here; and anything that is published widely can't remain a secret very long. The characteristics and behaviors of authentic leaders are values-based, focus on others and not self, adhere to widely accepted principles requiring consistent application, and are ethical. Bill George discusses these and other principles clearly and concisely. He has demonstrated the truths in *Authentic Leadership* through his own actions—current and aspiring leaders should take advantage of his wisdom.



## LIGHTING YOUR OWN FUSE: A GLOSSARY OF MISSION, VISION, AND PASSION

Mac Alexander Macdonald, LYFECO, 2011, 227 pp., softcover, ebook, audiobook (\$0-\$14.95)

One of the more difficult things I encounter is getting in front of a crowd and trying to say something inspiring. Teaching engineering material does not fall in that “difficult” category, because it’s simply discussion about what’s in a book. However, inspiring people from one’s heart takes some thought and preparation.

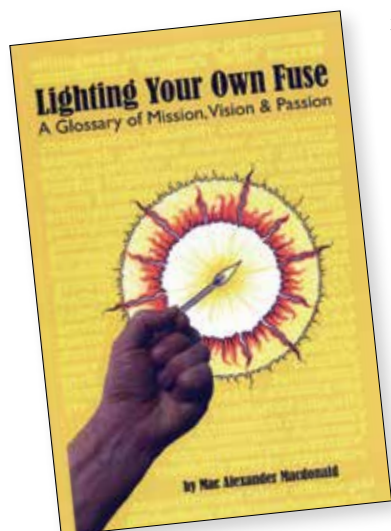
I have now “discovered” *Lighting Your Own Fuse* by Mac Macdonald, available from the APPA bookstore. This book is different, in a good way. There are many books on leadership, on which none is the sole authority; there are also many books of inspiration with the same issue. However, there aren’t many books that I would put in the category of “teaching a man to fish.” *Lighting Your Own Fuse* is in that category.

Of course, there must be a desire before the connection between fishing and hunger is discovered.

If you don’t yet have a desire to improve, or to make a change in your career or attitude, consider taking advantage of *Lighting Your Own Fuse*. Alternatively, if you have the job of delivering an inspirational message, you may find a valuable resource in this glossary, which is organized with additional exercises for a group or individuals to develop their own goals that will help propel them to a new position or career.

There are a lot of nuggets to find in *Lighting Your Own Fuse* if you look for them. MacDonald’s advice can also be supplemented with some of the “secrets” from George’s book (above). ☺

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