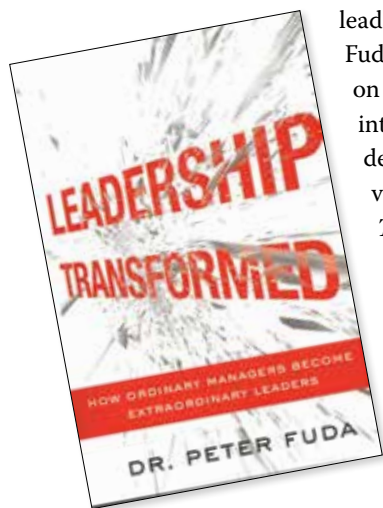


Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CEFP, AIA

This month we return to the issue of leadership. A wise and talented university administrator who teaches leadership told me that there are hundreds of books on the subject. This column has reviewed many, but not hundreds. It may not be possible to review all the leadership books published in a single year, but these seem worthy of recognition. Leadership is an important topic for facilities officers, because leadership can manifest itself at numerous levels of the organization, as you will discover below.

### LEADERSHIP TRANSFORMED: HOW ORDINARY MANAGERS BECOME EXTRAORDINARY LEADERS

Peter Fuda, Amazon Publishing, 2016, 242 pp., hardcover, \$30; softcover, \$15; Kindle and Audible



As a consultant and researcher into leadership coaching and development, Peter Fuda has written a compelling book based on his experience and doctoral research into the elements of leadership and the development of great leaders in a wide variety of organizations. In *Leadership Transformed*, Fuda utilizes seven metaphors to describe behaviors or methods that result in a good leader.

The seven metaphors are Fire, Snowball, Master Chef, Coach, Mask, Movie, and Russian Dolls, and are used to describe how one leads and affects others within an organization. The metaphors are descriptive and are supported by the explanation for each one, despite their somewhat corny names. Fuda includes individual case studies that he recounts from his consulting work, which demonstrate how such lead-

ership traits make for a better organization. Through these case studies, he also demonstrates that two or more of these traits may be present (or need to be present) when leadership transformation occurs, depending on the person and institutional setting.

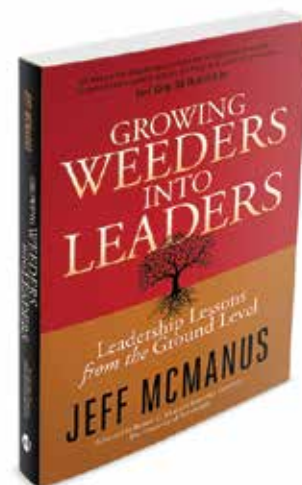
Where *Leadership Transformed* excels is to present executive leadership characteristics in familiar forms, in order to encourage readers that anyone can become a great leader. This is certainly a cheaper way to transform your leadership style than by hiring Fuda to coach you through such a metamorphosis. Making a self-directed transformation is facilitated by access to various tools on his website.

*Leadership Transformed* is an interesting and compelling book. It is not overly long; it makes use of modern technology through Fuda's website and can be an important tool for those facing leadership challenges.

### GROWING WEEDERS INTO LEADERS: LEADERSHIP LESSONS FROM THE GROUND LEVEL

Jeff McManus, Morgan James Publishing, 2018, 166 pp., softcover, \$16.95

Leaders can arise from almost anywhere in an organization; it's just a matter of finding them and allowing them to grow. That's the message presented by Jeff McManus in *Growing Weeders into Leaders: Leadership Lessons from the Ground Level*. In this easy-to-read book, McManus provides several stories exemplifying different forms of leadership, and more importantly, the leadership development that he oversaw as director of grounds at the University of Mississippi ("Ole Miss").



Most APPA members are aware of the Carnegie Foundation study and subsequent Center for Facilities Research (CFaR) study that showed campus visitors develop an immediate and long-lasting perception of the campus within the first two minutes and may never attend an institution that doesn't make a good first impression. Campus grounds are the only thing visitors can see in that small amount of time, so good leadership at the "ground level" is important for the entire institution, despite grounds being a small portion of the overall campus budget.

McManus uses dozens of vignettes to show how he was able to identify potential leaders within his organization either through inspiration, situations, or contributions. Some of those leaders are still at Ole Miss, which means the campus continues to benefit and prosper from their leadership. Others have moved on and are utilizing their leadership talents at other organizations. In both cases, the campus benefited from the leadership development that McManus provided, and which he now shares with us.

To repeat—there are hundreds of leadership books available in the marketplace. Some books are costly or require a huge time commitment to get to the point that McManus is able to make quickly in *Growing Weeders into Leaders*. If you have a limited budget and limited time, then I recommend this book, available from APPA at [www.appa.org/bookstore](http://www.appa.org/bookstore), particularly for managers and leaders working in grounds or building maintenance. ☞

Ted Weidner is an associate professor at Purdue University and consults on facilities management issues primarily for educational organizations. If you would like to write a book review, please contact Ted directly. He can be reached at [tjweidne@purdue.edu](mailto:tjweidne@purdue.edu).



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