



## THE COMPROMISE TRAP

### Further Reading & Links

If you are interested in diving deeper into any of the concepts in [The Compromise Trap](#), or the topic areas described on our website, here are a few references and links that may be of interest.

This list is organized by topic in the sections listed below. The first section includes general topics related to making your mission real, while the second focuses on specific concepts in The Compromise Trap. References are repeated when they are relevant to multiple topics.

#### **Making Your Mission Real** – general topics

[Getting the Real Story](#)  
[Conflict, Compromise & Collaboration](#)  
[Teams & Learning Communities](#)  
[Organizational Learning & Change](#)  
[Innovation, Execution & Extraordinary Value](#)

#### **The Compromise Trap** – specific concepts from the book

[Ethics & Integrity](#)  
[Redefining the Game](#)  
[Reconnecting to Your Strengths](#)  
[Seeing the Larger Field](#)  
[Defining a Worthy Enough Win](#)  
[Finding Your Real Team](#)  
[Making Positive Plays](#)  
[Healthy Compromise](#)  
[Candid Conversations](#)  
[Positive Limits](#)  
[Skillful Influence](#)  
[Constructive Exit](#)  
[Keeping Your Own Score](#)  
[Thriving At Work](#)

# Making Your Mission Real

## Getting The Real Story

- **Staple Yourself to An Order** (Benson P. Shapiro, V. Kasturi Rangan, and John J. Sviokla, *Harvard Business Review*, 1992)
- **Seeing Systems** (Barry Oshry, 1995)
- **If We Only Knew What We Know** (C O'Dell, CJ Grayson, Jr, 1998)
- **The Social Life of Information** (Paul Duguid, John Seely Brown, 2002)
- **The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations** (Stephen Denning , 2001)
- **Learning About Learning - Creating A Learning History** (George Roth & Art Kleiner, Society for Organizational Learning – OLC White Paper, 8/15/95)

## Conflict, Compromise & Collaboration

- **Polarity Management: Identifying and Managing Unsolvable Problems** (Barry Johnson , 1992)
- **Difficult Conversations** (Douglas Stone, Bruce Patton, Sheila Heen, and Roger Fisher, 2000)
- **The Power of a Positive No: Save the Deal, Save the Relationship, and Still Say No** (William Ury, 2007)
- **Getting to Yes: Negotiating Agreement Without Giving In** (Roger Fisher and William Ury, January 1991)
- **The Third Side** (William Ury, 1999)
- **Negotiating Rationally** (Max Bazerman and Margaret Neale, 1994)
- **The Book of Agreement: 10 Essential Elements for Getting the Results You Want** (Stewart Levine, 2002)
- **Training To Imagine** (Kat Koppett, 2001)

## Teams & Learning Communities

- **Cultivating Communities of Practice: A Guide To Managing Knowledge** (Etienne Wenger, William Snyder, Richard McDermott, 2002)
- **Communities of Practice: The Organizational Frontier** (Etienne C. Wenger, William M Snyder, *Harvard Business Review*, Jan-Feb 2000)
- **Action Learning: A Guide for Professional, Management, and Educational Development** (Ian McGill, Liz Beaty, 2001)
- **Effective Teamwork** (Michael Maginn, 2003)

## Organizational Learning & Change

- **The Fifth Discipline: The Art & Practice of the Learning Organization** (Peter Senge, 1990)
- **The Fifth Discipline Field Book** (Peter Senge et al, 1994)
- **The Dance of Change** (Peter Senge et al, 1999)
- **Discontinuous Change** (David Nadler, 1995)
- **The Change Handbook** (San Francisco: Berrett-Koehler, Peggy Holman, Tom Devane, and Steven Cady, 2007)
- **Theory U: Leading from the Future as It Emerges** (Otto Scharmer, 2009)
- **Action Learning Labs** (<http://actionlearninglabs.com/>)

- ***The World Café*** (Juanita Brown, David Isaacs, The World Café Community and Peter Senge, 2005)
- ***The Thin Book of Appreciative Inquiry*** (Sue Annis Hammond, 1996)

### **Innovation, Execution & Extraordinary Value**

- ***Competing For the Future*** (Gary Hamel, C.K. Prahalad, 1994)
- ***Good to Great: Why Some Companies Make the Leap...and Others Don't*** (New York: Business, Jim Collins, 2001)
- ***The Enthusiastic Employee*** (New Jersey: Wharton School Publishing, David Sirota, Louius A. Mischkind, and Michael Irwin Meltzer, 2005)

## **Specific Topics Related to the Compromise Trap**

### **Ethics and Integrity**

- ***Value Shift: Why Companies Must Merge Social and Financial Imperatives to Achieve Superior Performance*** (Lynn Sharpe Paine, 2003)
- ***Corporate Integrity: Rethinking Organizational Ethics and Leadership*** (Marvin Brown, 2005)
- ***Managerial Ethics: Straight Talk About Doing It Right***, (Linda Trevino & Katherine Nelson, 2007)
- ***Mistakes Were Made (but not by me)*** (Carol Tavris and Elliot Aronson, 2007)
- ***The Lucifer Effect: Understanding How Good People Turn Evil*** (Philip G. Zimbardo, 2007)

### **Redefining the Game**

- ***The Courageous Follower: Standing Up To and For Our Leaders*** (Ira Chaleff, 2003)
- ***Action Inquiry: The Secret of Timely and Transforming Leadership*** (Bill Torbert, 2004).
- ***The Answer To How Is Yes*** (Peter Block, 2002)
- ***Right Risk: 10 Powerful Principles for Taking Giant Leaps with Your Life*** (Ira Chaleff, William Treasurer, 2003)
- ***7 Life Lessons from Chaos: Timeless Wisdom from the Science of Change*** (John Briggs, F. David Peat, 1999)
- ***The Heart Aroused: The Preservation of Soul in Corporate America*** (David Whyte, 1996)
- ***Synchronicity: The Inner Path of Leadership*** (Joe Jaworski, 1998)
- ***Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness*** (Robert Greenleaf, 1977)
- ***Disturbing the Peace: A Conversation with Karel Hvizdala*** (Vaclav Havel, 1990)
- ***Mid-Course Correction: Toward a Sustainable Enterprise*** (Ray Anderson, 1999)

### Reconnecting To Your Strengths

- **Manage Your Energy, Not Your Time** (Tony Schwartz and Catherine McCarthy, *Harvard Business Review*, October 2007)
- **Living in Balance** (Joel Levey, Michelle Levey, 1998)
- **Strengthfinders** (Tom Rath, 2007)
- **Presence: Human Purpose and the Field of the Future** (Peter M. Senge, C. Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, 2008)
- **The Seven Habits of Highly Effective People** (Stephen R. Covey, 2004)

### Seeing The Larger Field

- **The Fifth Discipline Fieldbook** (Senge et al, 1994)
- **Who Really Matters** (Art Kleiner, 2006)
- **Seeing Systems: Unlocking the Mysteries of Organizational Life** (Barry Oshry, 2007)
- **Seven Life Lessons of Chaos: Spiritual Wisdom from the Science of Change** (John Briggs and F. David Peat, 1999)
- **The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World** (Peter M. Senge, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley, 2007)
- **Hot, Flat and Crowded: Why We Need a Green Revolution— and How It Can Renew America** (Thomas Friedman, 2008)

### Defining A Worthy Enough Win

- **Crossing the Unknown Sea** (David Whyte, 2001)
- **True North: Discover Your Authentic Leadership** (Bill George with Peter Sims, 2007)
- **Questions of Character: Illuminating the Heart of Leadership Through Literature** (Joseph L. Badaracco Jr., 2006)
- **Man's Search for Meaning: An Introduction to Logotherapy** (Viktor E. Frankl, 1963)

### Finding Your Real Team

- **Authentic Conversations** (Jamie Showkeir, Maren Showkeir, Margaret Wheatley, 2008)
- **A Hidden Wholeness: The Journey Toward an Undivided Life** (Parker J. Palmer, 2004)
- **The World Café** (Juanita Brown, David Isaacs, The World Café Community and Peter Senge, 2005)

### Making Positive Plays

#### *Candid Conversations*

- **Difficult Conversations** (Douglas Stone, Bruce Patton, Sheila Heen, and Roger Fisher, 2000)
- **Managerial Moments of Truth** (Bruce Bodaken and Robert Fritz, 2006)
- **Courage Goes To Work: How to Build Backbones, Boost Performance, and Get Results** (Bill Treasurer, 2008)

### *Positive Limits*

- ***The Power of a Positive No: Save the Deal, Save the Relationship, and Still Say No*** (William Ury, 2007)
- ***Negotiating Rationally*** (Max H. Bazerman and Margaret A. Neale, 1994)

### *Skillful Influence*

- ***Polarity Management: Identifying and Managing Unsolvable Problems*** (Barry Johnson, 1992)
- ***The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*** (Peter M. Senge, Art Kleiner, Charlotte Roberts, and George Roth, 1999)
- ***The Empowered Manager: Positive Political Skills at Work*** (Peter Block, 1991)
- ***The Soul in the Computer: The Story of a Corporate Revolutionary*** (Inner Ocean Publishing, Barbara Waugh, 2001)
- ***Tempered Radicals: How Everyday Leaders Inspire Change at Work*** (Debra E. Meyerson, 2003)

### *Constructive Exit*

- ***The Power of a Positive No: Save the Deal, Save the Relationship, and Still Say No*** (William Ury, 2007)
- ***Ethics Resource Center*** (<http://www.ethics.org>)

### ***Keeping Your Own Score***

- ***Your Money or Your life: Transforming Your Relationship with Money and Achieving Financial MORE*** (Vicki Robin and Joe Dominguez, 1993)
- ***The High Cost of Materialism*** (Tim Kasser, 2003)
- ***Somebodies and Nobodies: Overcoming the Abuse of Rank*** (Robert W. Fuller, 2004)

### ***Thriving At Work***

- ***Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment*** (Martin Seligman, 2004)
- ***The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom*** (Jonathan Haidt, 2006)
- ***The Translucent Revolution: How People Just Like You are Waking Up and Changing the World*** (Arjuna Ardagh, 2005)