

## Reference List on Reactivity

for the article [Are you leading from reactivity or creativity?](#)

### Articles from *In-the-Moment Leadership Strategies*

#### 1. Recognize reactivity

- **First, Manage Your Brain**—a collection of articles for subscribers only. Subscribe for free monthly articles, videos, and tools at [Subscribe](#).
- [The Ladder of Inference](#)—a powerful tool for assessing our own thinking and emotions.
- [Hard-wired to react. Hard-wired to connect.](#)—a review of findings from brain science about reactivity.
- [Hard-wired for troubles with power.](#)—more brain science on reactivity with special reference to power.
- [Invisible Barriers to Communication](#)—a brief overview of research on personal and team reactivity in organizational life.

#### 2. Clarify your intentions for results and relationships

- [Hidden In Plain View: relational barriers to improvement](#)—article published in the *Physician Leadership Journal* which provides background about why a vision for the types of relationships we are trying to build is so important.
- [From Reactivity to Creativity: a first step](#)—getting in touch with what we most care about is a critical early step out of reactivity.

#### 3. Get in their shoes

- [Behavior = function \(person, environment\)](#)—brief summary of Kurt Lewin’s emphasis on environment as the most important cause of behavior in organizations.
- [Unexpected Transformations of "Personality Problems" at Work](#)—description of the fundamental attribution error and case examples of “personality problems” which turn out to be caused by organizational factors.

#### 4. Prepare

- **Tools for Situational Reflection and Action Planning**—For subscribers only, this tool provides questions to explore each of the *In-the-Moment Leadership Strategies* in order to address a specific work challenge. Subscribe for free monthly articles, videos, and tools at [Subscribe](#).

### Recommended articles and books by other authors

- Anderson, Robert J., Adams, William A., **Mastering Leadership** Wiley, 2016
- Argyris, Chris **Organizational Traps** Oxford University Press, 2010

- Argyris, Chris **Teaching Smart People How to Learn** Harvard Business Review Press 2008
- Bushe, Gervase **Clear Leadership: sustaining real partnership and collaboration at work** Nicholas Brealey Publishing, 2009
- Ellis, Albert **The Road to Tolerance**, Prometheus Books 2004
- Emerald, David **The Power of TED (The Empowerment Dynamic)** Polaris Publishing, 2009
- Goleman, Daniel et al **Primal Leadership: unleashing the power of emotional intelligence** Harvard Business Review Press 2013
- Kahneman, Daniel **Thinking Fast and Slow** Farrar, Straus and Giroux 2011
- Kegan, Robert, Lahey, Lisa **Immunity to Change** Harvard Business Press, 2009
- Lieberman, Matthew D. **Social: why our brains are wired to connect**, Crown Publishers 2013
- Oakley, Ed, Krug, Doug **Enlightened Leadership: Getting to the Heart of Change** Key to Renewal, Inc. 1991
- Rock, David **Your Brain at Work**, HarperCollins Publishers 2009
- Wilson, Timothy D. **Strangers to Ourselves** Harvard University Press 2002