

Further Reading: Leadership and Organisational Values

Curated by Samuel Eaton

The following list represents the most authoritative and relevant works on leadership, ethics, and organisational culture, carefully selected for learners undertaking the **Certificate IV in Leadership and Management (BSB40520)**.

Each entry has been verified for publication accuracy, accessibility, and direct alignment with the program's focus on **values-based, ethical, and reflective leadership practice**.

Foundational Works on Leadership Philosophy

1. **Plato – *The Republic*** (c. 380 BC)
Explores the moral responsibilities of leadership and the role of justice in governance; a cornerstone of ethical theory.
Publisher: Penguin Classics, 2007 (trans. H. D. P. Lee).
Relevance: Provides the philosophical basis for understanding ethics, justice, and governance in leadership contexts.
 2. **Marcus Aurelius – *Meditations*** (c. 170–180 AD)
Personal reflections by the Roman Emperor on integrity, discipline, and leadership for the common good.
Publisher: Penguin Classics, 2006 (trans. Martin Hammond).
Relevance: Models self-discipline, humility, and reflection—core attributes for ethical and values-based leadership.
 3. **Niccolò Machiavelli – *The Prince*** (1532)
A pragmatic exploration of political power, strategy, and human behaviour; a valuable contrast to modern ethical leadership models.
Publisher: Oxford World's Classics, 2005 (trans. Peter Bondanella).
Relevance: Encourages critical thinking on the balance between power, pragmatism, and moral integrity in leadership.
 4. **Sun Tzu – *The Art of War*** (5th century BC)
A treatise on strategy and decision-making that has influenced leadership in both military and corporate spheres.
Publisher: Shambhala Publications, 2005 (trans. Thomas Cleary).
Relevance: Supports strategic thinking, situational awareness, and decision-making skills relevant to leadership in business.
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Modern Classics in Leadership and Values

5. **James M. Kouzes & Barry Z. Posner – *The Leadership Challenge*** (6th ed.)
Publisher: Wiley, 2017.
A practical framework for leadership grounded in credibility, trust, and modelling shared values.
Relevance: Directly aligns with competencies in leadership integrity, vision-setting, and team motivation.

6. **Stephen R. Covey – *The 7 Habits of Highly Effective People***
Publisher: Simon & Schuster (Free Press), 1989; updated 2020.
Connects personal integrity to interpersonal effectiveness and self-leadership.
Relevance: Foundational for developing personal responsibility, proactive thinking, and emotional regulation in leadership.
 7. **John C. Maxwell – *Developing the Leader Within You 2.0***
Publisher: HarperCollins Leadership, 2018.
Focuses on the moral and communicative dimensions of leadership character.
Relevance: Supports growth in character, communication, and authentic leadership behaviour.
 8. **Peter F. Drucker – *The Effective Executive***
Publisher: HarperCollins, 1967; reprint 2017.
Defines leadership as a discipline of responsibility, focus, and ethical productivity.
Relevance: Reinforces time management, accountability, and ethical decision-making skills.
 9. **Bill George – *True North: Discover Your Authentic Leadership***
Publisher: Wiley, 2007.
Explores authenticity, purpose, and moral grounding in leadership.
Relevance: Promotes self-awareness, reflection, and leading with integrity.
 10. **Daniel Goleman – *Emotional Intelligence: Why It Can Matter More Than IQ***
Publisher: Bantam Books, 1995.
Introduces the emotional intelligence model that underpins effective communication and leadership.
Relevance: Core text for understanding empathy, self-regulation, and emotional awareness in leadership.
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Ethics and Organisational Culture

11. **Edgar H. Schein – *Organizational Culture and Leadership* (5th ed.)**
Publisher: Wiley, 2016.
A foundational study of how leaders create, sustain, and reshape organisational values and culture.
Relevance: Essential for understanding how leadership behaviour influences culture and ethics.
12. **Patrick Lencioni – *The Advantage: Why Organizational Health Trumps Everything Else in Business***
Publisher: Jossey-Bass, 2012.
Demonstrates how clarity, trust, and shared purpose drive organisational effectiveness.
Relevance: Applicable to team leadership, cultural alignment, and workplace cohesion.
13. **Joanne B. Ciulla – *Ethics, the Heart of Leadership* (3rd ed.)**
Publisher: Praeger, 2014.
A scholarly analysis of moral reasoning, ethical dilemmas, and the psychology of leadership integrity.
Relevance: Deepens understanding of ethical theory and moral accountability in leadership practice.

14. **Simon Sinek – *Start with Why: How Great Leaders Inspire Everyone to Take Action***
Publisher: Portfolio (Penguin), 2009.
Explains how purpose-driven leadership aligns people around shared meaning and vision.
Relevance: Encourages leaders to articulate the “why” behind organisational decisions.
 15. **Brené Brown – *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.***
Publisher: Random House, 2018.
Advocates for vulnerability, courage, and empathy as critical leadership strengths.
Relevance: Reinforces emotional intelligence and ethical communication for modern leaders.
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Contemporary Business and Leadership Case Studies

16. **Satya Nadella – *Hit Refresh: The Quest to Rediscover Microsoft’s Soul***
Publisher: Harper Business, 2017.
A CEO’s reflection on transforming corporate culture through empathy and humility.
Relevance: Case study in values-driven corporate renewal and human-centred leadership.
 17. **Howard Schultz – *Onward: How Starbucks Fought for Its Life Without Losing Its Soul***
Publisher: Rodale Books, 2011.
Demonstrates how principles and brand values can coexist under pressure.
Relevance: Illustrates ethical leadership during organisational turnaround.
 18. **Supriya Vani & Carl A. Harte – *Jacinda Ardern: Leading with Empathy***
Publisher: Hardie Grant, 2021.
Biographical study of authenticity, empathy, and transparent governance.
Relevance: Explores compassionate leadership and emotional resonance in executive communication.
 19. **Nelson Mandela – *Long Walk to Freedom***
Publisher: Little, Brown and Company, 1994.
First-person account of moral courage, reconciliation, and purpose-driven leadership.
Relevance: Exemplifies resilience, forgiveness, and ethical influence under adversity.
 20. **Indra Nooyi – *My Life in Full: Work, Family, and Our Future***
Publisher: Portfolio (Penguin), 2021.
Reflects on inclusive leadership, strategic decision-making, and integrity in global business.
Relevance: Highlights diversity, ethical strategy, and global leadership perspectives.
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Research and Scholarly Texts

21. **Harry M. Kraemer – *From Values to Action: The Four Principles of Values-Based Leadership***

Publisher: Jossey-Bass, 2011.

Research-driven framework on how leaders create trust through consistency and self-reflection.

Relevance: Ideal for exploring practical applications of ethical leadership principles.

22. **Linda K. Treviño & Katherine A. Nelson – *Managing Business Ethics: Straight Talk About How to Do It Right* (8th ed.)**

Publisher: Wiley, 2020.

Comprehensive guide to ethical decision-making and governance.

Relevance: Strengthens knowledge of ethical systems and compliance leadership in business.

23. **Rob Goffee & Gareth Jones – *Why Should Anyone Be Led by You? What It Takes to Be an Authentic Leader***

Publisher: Harvard Business Review Press, 2006.

Investigates authenticity, transparency, and the relational aspects of trust.

Relevance: Supports authentic leadership and engagement strategies for managers.

24. **Peter G. Northouse – *Leadership: Theory and Practice* (9th ed.)**

Publisher: Sage Publications, 2021.

Comprehensive overview of transformational, servant, and ethical leadership models.

Relevance: Provides theoretical grounding for applied leadership frameworks within BSB40520.

Inspirational and Reflective Reading

25. **Viktor E. Frankl – *Man's Search for Meaning***

Publisher: Beacon Press, 1959 (English ed.).

Explores meaning, purpose, and resilience through adversity.

Relevance: Encourages reflective practice and values-based motivation under challenge.

26. **James C. Hunter – *The Servant: A Simple Story About the True Essence of Leadership***

Publisher: Crown Business, 1998.

A parable illustrating service, humility, and the moral nature of leadership.

Relevance: Ideal for understanding servant leadership and team stewardship.

27. **Robin Sharma – *The Leader Who Had No Title***

Publisher: Simon & Schuster, 2010.

Encourages leadership through integrity and initiative at all organisational levels.

Relevance: Supports personal empowerment and informal leadership practice.

28. **Carol S. Dweck – *Mindset: The New Psychology of Success***

Publisher: Random House, 2006.

Introduces the growth mindset as a driver of learning, resilience, and adaptability.

Relevance: Directly applicable to self-leadership, learning agility, and continuous improvement.

Recommended Journals and Periodicals

- **Harvard Business Review (HBR)**
Practical, evidence-based insights on ethical, transformational, and strategic leadership.
Access: www.hbr.org
- **Leadership Quarterly**
Peer-reviewed journal exploring leadership behaviour, organisational psychology, and ethics.
Access: Elsevier Academic Database.
- **Journal of Business Ethics**
Publishes empirical and theoretical research on governance, integrity, and corporate responsibility.
Access: Springer Academic Database.
- **MIT Sloan Management Review**
Focuses on innovation, leadership, and organisational performance.
Access: sloanreview.mit.edu
- **Academy of Management Learning & Education (AMLE)**
Bridges research and practice in management education and leadership development.
Access: Academy of Management Publications.