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Today's world has far too few real leaders. Now there's a statement we can all get behind. Having said that, could we please endorse the following statement with equal fervor? One thing the world doesn't need is another book purporting to tell us how we can all become good leaders.

—John Huey, 1994

Leadership is indisputably one of the most discussed, studied, and written-about topics in our society. A keyword search in the *Expanded Academic Index* for occurrences of the word "leadership" in a title or abstract reveals over 1,200 citations in the year 2000 alone. A subject search of "leadership" on *Amazon.com* returns more than 6,300 books on the subject, and over 1,400 hardcover books with leadership in the title are offered (Krohe, 2000). From *Jesus CEO* to *1001 Ways to Take Initiative at Work,* fortunes

are made (or not!) and fads are launched by many of these titles. But what wisdoms and lessons are truly to be gleaned from this popular genre of leadership writings? What techniques and approaches are most frequently utilized to deliver these so-called truisms? What can these leadership books tell us about how our society views the construct of leadership? And perhaps most importantly, how does this vast array of cultural knowledge about leadership and leadership processes affect leader–follower interactions? To answer these questions, we embarked on a qualitative and quantitative study of popular leadership books in order to understand this unique and fascinating genre.

THE SOCIAL CONSTRUCTION OF LEADERSHIP

We adopt a social constructionist view (Berger & Luckmann, 1966; Gergen, 1999), which argues that our understandings and implicit theories about organizations are likely to be strongly influenced by our interactions with the social agents who are most readily able to influence the availability, salience, or perceived importance of the information we receive (Salancik & Pfeffer, 1978). Leadership concepts thus represent particularly prominent features of these socially constructed realities (see Calder, 1977; Chen & Meindl, 1991; Salancik & Pfeffer, 1978; Meindl, 1990; Meindl, Ehrlich, & Dukerich, 1985).

In this chapter, we explore popular conceptions of leadership with the explicit recognition that these conceptualizations are embedded within the culture that surrounds them. Social psychological approaches to leadership often highlight the relational aspects of leadership, focusing on that which transpires between leader and follower. These relational aspects include power and mutual influence, reciprocal exchanges, identity and categorization processes, causal attribution, arousal and affect, and the like. Less attention, however, has been paid to the general cultural milieu within which leaders and followers play out their relationships with one another. In this chapter, we explore the social construction of leadership in the context of widely accepted approaches and conceptualizations of leadership as they are reflected in popular leadership books. These books provide a window on our beliefs as a society about leadership: what constitutes leadership, what makes it successful, and what assumptions we make about the effects of leadership.

We embark on an analysis of popular leadership books from an ecological perspective, emphasizing the societal, cultural, and environmental factors that shape our discourse about leadership. The content of popular leadership books represents a highly accessible and voraciously consumed collection of beliefs, ideas, and perspectives about leadership that contextualize and inform the leadership process. Popular leadership books thus reflect the societal and cultural factors that shape the process of leadership, providing an ambience that orients both leaders and followers and conditions their actions and reactions to each other.

This research is also influenced by the romance of leadership perspective developed by Meindl et al. (1985). Their examination of the leadership literature and empirical studies revealed that leaders and leadership issues often become the favored explanations for various events in and around organizations. In addition, subsequent research has demonstrated that people value performance results more highly when those results are attributed to leadership, and that a halo effect exists for leadership attributes. In other words, if an individual is perceived to be an effective leader, his or her personal shortcomings and/or poor organizational performance may be overlooked (Meindl & Ehrlich, 1987).

This so-called "romance of leadership" is strongly reflected in the constructions of leadership that are regularly and widely produced for our consumption in the popular press (e.g., Klapp, 1964; Goode, 1978). Whether in the form of portraits or images of great leadership figures (e.g., Boorstin, 1961), or portrayed as the never-before-revealed secrets of leadership effectiveness, these images reflect our appetite as a society for leadership products. Such leadership images not only appeal to our cultural fascination with the power of leadership, but also serve to fixate us on the personas and characteristics of leaders themselves (Meindl, 1990).

In the current study, we sought to address the following two questions: (a) What issues, perspectives, and characteristics are the primary focus of popular leadership books today, and (b) how do these themes and principles contextualize and influence leadership processes, specifically how leaders and followers interact? In sum, the current study seeks to explore what constitutes leadership in the popular press, what underlying principles (if any) can help us to make sense of this body of literature, and what assumptions about the nature of leadership and its effects are reflected in this genre. In addition, we suggest that the plethora of literature that is produced on leadership provides an environment for how leadership is interpreted and evaluated in today's society.

THE LEADERSHIP CRAZE

According to Debra Hunter, senior VP and publisher at Jossey-Bass, her editors continually worry that the word *leadership* may be getting worn out. Hunter concedes, "We've asked ourselves, 'Should we get a different word?' But readers are really hungry for anything with the word leadership in the title" (Krohe, 2000, p. 18). Although a large proportion of current leadership titles do end up on the clearance table (some probably deservedly so), the market for leadership books remains strong in a society that is eager to snatch up the latest leadership techniques and secrets. According to Krohe (2000):

> By now the fad is well along on a predictable cycle, one we know from a hundred other how-to crazes. Interest is ignited by the promise of a miracle cure. Then come the variations on the theme, some of which are elaborations of the original idea (*Results-Based Leadership*), while others a mere reworking (or simply a repackaging) of earlier works. Then comes the hybridizing with other hot topics (*Real Power: Business Lessons from the Tao Te Ching*) and the mining of secondary markets (*Business Leader Profiles for Students*). Last come skeptical rejoinders aimed at readers disillusioned or unpersuaded by the first batch of books. (p. 19)

So why do we continue to support this seemingly predictable cycle, particularly amidst criticisms that that all business books today are the same, or for that matter, are often not even written by the management gurus themselves? Why do leadership books continue to sell despite reviews that assure us we are unlikely to make it through the first chapter before our eyes glaze over (e.g., O'Toole, 2000)?

One answer may be found in a concept that is deeply rooted in our cultural psyche: the American Dream. Many Americans subscribe to the idea that anyone in our society can "make it to the top"; all one needs is desire, education, and a willingness to make sacrifices. As Krohe (2000) judiciously puts it, "the readers who assume that they can be leaders, and that they can do it by reading a book, show a belief in equality of opportunity that is dizzily optimistic or, perhaps more accurately, optimistically dizzy" (p. 23). Optimism aside, this genre of leadership books in part reflects our belief in the reality of the American Dream, and suggests that in turning to the plethora of leadership books that fill the shelves, many readers are buying a piece of this seductive promise of psychological and economic fulfillment.

Efforts to understand this genre of leadership writings have ranged from cynical to comical. Huey's (1994) somewhat scathing review of

popular leadership books begins with *The Leader Within: An Empowering Path of Self-Discovery*. Writes Huey, "This volume contains a sentence that, to me, perfectly captures the passion of most business-book prose: 'When I became president of the breakfast division in 1971, I had to go out and educate myself over matters such as investment banking.' Can you bear not knowing what comes next?" (p. 239). On a more humorous note, Goodman's (1995) review of the top 10 leadership books attempts to classify the books based first on overall management style, then on how well-regarded by the experts the books are, and finally by which of the "old masters" the book draws upon. After all of these fail, Goodman turns to classifying the books based on readability and good taste, but comically concludes that none of the books fall into these categories. Finally, Goodman comes to a realization: the best solution, he concludes, is to rate the books based on one simple criterion—page count. Although by turns cynical and facetious, these reviews highlight the difficulties inherent in systematically understanding this widely disparate genre.

METHODOLOGY

Sampling Issues

The first step in pursuing the preceding research questions was to identify a suitable sample of leadership books. This proved to be a much more challenging undertaking than we had anticipated, and our study of popular conceptions of leadership quickly digressed into a crash course in library science. To our dismay, we discovered that a database that categorizes books into subject headings (such as leadership), as well as provides a synopsis or summary of those books, simply does not exist for all books. While journal articles provide the reader with an abstract and/or key words in order to summarize the key points and findings of the article, online and print databases provide no such synopses for books.

Several print publications summarize academic-oriented books for libraries, but these publications are extremely limited in the books they include. In addition, we discovered publications that list books (i.e., in the area of business) that are recommended for libraries to include in their collections. These publications did not, however, provide any summaries of the books listed, nor were they broken down into subject headings within the area of business. We were thus faced with the daunting task of developing our own criteria for what books should be classified under the area

of leadership, as well as the equally challenging task of reading hundreds of books. In addition, since our research questions focus more specifically on how leadership is constructed in the popular literature, we did not want to limit our sample solely to those books recommended for a library collection.

To further complicate matters, we discovered that different databases use different classification systems for their books. In other words, a book that may be classified under the subject heading of "leadership" in one database may not necessarily be classified under that same subject heading in another database. While the Library of Congress provides a standard list of subject headings for libraries, many online and print databases use their own in-house librarians to classify books under subject headings. In addition, some databases follow the Library of Congress headings only loosely, while others do not utilize the Library of Congress system at all.

So how does a search for books with the subject heading of "leadership" result in a neat list of titles corresponding to that category? After consulting with representatives from several database companies as to *how* their librarians make these classification decisions, we were told that an effort is made to use headings that are both as broad *and* as specific as possible. In other words, an attempt is made to accommodate people who are not exactly sure what they are looking for (and so may enter "leadership") as well as those who are looking for a very specific cross-section of books (and so may enter a more narrow topic such as "union leadership"). Books are given a minimum of three subject headings, with no limit as to how many subject headings are given to each book.

A final complication in the selection of our sample was to determine which leadership books are "popular." Our research questions focused specifically on *popular* leadership books because we wanted to incorporate some measure of which of those approaches or constructions are more widely consumed, and thus assumedly more influential. This necessitated obtaining some measure of success for a given leadership book. We decided book sales would be the most appropriate proxy measure for how widely read a book is (although we certainly recognize that some books may be purchased with good intentions, only to end up as shelf decorations; as venture consultant Eileen Shapiro (2000) eloquently put it, "You know what people do with leadership books? They put them on their shelves. They're office décor"; cited in Krohe, 2000, p. 23).

We soon learned, however, that publishers' protection of sales information rivals the secrecy of international espionage. After being firmly rejected by several large publishers despite our expressed intentions to use

the information solely for research purposes, we turned to the *New York Times* bestsellers list. Again, however, we were faced with the problem of separating leadership books from business books in general, as well as the additional problem of only being able to focus on the handful of most popular books at a given point in time. This would have modified our study significantly: rather than studying popular conceptions of leadership, we would have been limited to studying the hyper-popular fads of leadership (an interesting study in itself, but not our main focus).

A Multi-Method Approach

Faced with all of this complexity, we decided to utilize a variety of methods to ensure that we were capturing both the diversity of leadership books on the market as well as a variety of perspectives about the books themselves. Although we considered manually reading, classifying, and summarizing popular leadership books ourselves, we hoped to identify a sampling methodology that would more accurately reflect how these books are interpreted and consumed by society as well. Therefore, we decided to take the approach that many consumers do when deciding which leadership book to purchase: we turned to *Amazon.com* and Barnes and Noble (*bn.com*). Each of these sites includes a wide variety of information on a given book, which between the two sites might include any or all of the following sources of information: (a) the publisher's promotional information; (b) a brief synopsis of the book; (c) the table of contents; (d) the full text of one or more chapters; (e) text from the dust jacket and/or back cover of the book; (f) the author's brief biography; (g) reviews from other authors or recognized authorities in the field; (h) customer reviews; (i) third-party reviews from publications such as *Booklist;* (j) statements from the author; and (k) sales rank information. In addition, these sites provide a color picture of the cover, which we suspect may also influence potential buyers, providing salient marketing cues as to the promising contents of the book. Overall, these sites provide a rich source of data about a given book from a wide variety of different sources.

In addition to providing different sources of information in many situations, the choice to utilize both Amazon and Barnes and Noble was made to more accurately reflect overall book sales as well. Although *Amazon.com* has emerged as one of the preeminent vendors of online books (of course, without top-secret information, we do not know how preeminent precisely), it still accounts for a relatively small proportion of overall book sales nationwide. For this reason, we decided to incorporate

BarnesandNoble.com as well, whose sales information incorporates online as well as bookstore sales. Through utilizing both sources of information, we reasoned that we would be capturing a significant proportion of the leadership books that are sold both online and in bookstores.

Overall, two separate coders reviewed the top 200 books from both *Amazon.com* and *BarnesandNoble.com,* giving us a potential sample of 400 books. To partially mitigate the possibility that the information presented on *Amazon.com* and *BarnesandNoble.com* is positively biased to enhance book sales, we decided to search for third-party book reviews through an online database called *ABI-Inform.* (It should be noted, however, that *BarnesandNoble.com* specifically provides the following disclaimer to publishers: "We don't remove reviews because they are 'negative.' But if your author wants to provide a rebuttal or send along some additional reviews we may not have seen, we will be happy to upload them directly preceding the 'negative' review.") *ABI-Inform* was chosen because it is a full-text, comprehensive collection of a wide variety of business publications, and it allowed us to limit our search to include only book reviews. Thus, each title selected for the sample was checked to see if it had been reviewed in one of the over 1,000 worldwide business periodicals included in the *ABI-Inform Global Database,* in addition to the 1,800 periodicals and newspapers included in the PA Research II Database. Popular press publications such as *The New York Times, USA TODAY, Wall Street Journal, Barron's, Time,* and *Newsweek* were therefore included in our sample. However, to our surprise, only 136 of the 257 books (or 53%) in our final sample had not been reviewed in any of these publications, although in some cases third-party reviews were included on *Amazon.com* and *BarnesandNoble.com.* All in all, we read a total of 354 reviews of the books in our final sample through *ABI-Inform,* an average of 3.09 reviews per book (with a range of zero to 42 reviews).

In order to overcome the problem of what constitutes a popular book, we decided to utilize the sales ranking information from *Amazon.com* and *BarnesandNoble.com.* Although precise sales figures are not provided for a particular book, each book receives a sales ranking in terms of how many copies it has sold relative to all of the other books available through these two sites. According to official company information, this bestseller list is much like the *New York Times* bestsellers list, except instead of listing just the top 50 or so titles, it lists more than 2 million. The lower the number, the higher the sales for that particular title. Therefore, by limiting our search to books with a subject heading of leadership and sorting them by sales ranking, we were able to obtain an approximation of which leader-

ship books were selling better relative to other leadership books. Where books were listed in the top 200 on both sites, the average sales ranking from the two sites was calculated.

According to official information the companies provide regarding these rankings, the top 10,000 best sellers are updated each hour to reflect sales over the preceding 24 hours. The next 100,000 are updated daily. The rest of the list is updated monthly, based on several different (undisclosed) factors. Therefore, the sales ranking data fluctuated slightly throughout the 2-month period in which the books were analyzed. This did not concern us, however, as we were interested more in a general indication of which leadership books were currently being sold (and thus presumably read) than in which leadership book was currently among the top 10 best-selling leadership books versus the top 50. The top-selling book in our sample was ranked 52 in overall book sales, and the lowest-selling book in our sample was ranked 1,279,663 in overall book sales, with an average sales ranking of 39,438. It is important to keep in mind that these figures are in relation to all of the books sold, of which leadership books are only a small proportion. Thus, these sales ranking data reflect the relative popularity of leadership books in relation to one another, and are not a reflection of actual sales. We were able to obtain this information for all but eight of the books in our sample.

Development of the Classification Scheme

In order to uncover prevalent themes in the sample, the two coders worked together to develop a classification scheme that would capture the primary characteristics of the book being reviewed. We first attempted to separate the books based on abstract, theoretically derived categories. We started with general areas, such as author characteristics and major leadership theories, as a loose framework. The guiding question that we asked ourselves in the development of the categories was this: "If someone wanted to read one of these books, could they get a good feel for what the book is about simply by reading the list of descriptors the book falls into?" Thus, we hoped our coding would have a good deal of face validity, and it would be easy for others to see why we coded the book as we did. Secondarily, in the interest of parsimony, we asked ourselves: "What are the minimum number of descriptors we need to include in the study to capture the main themes of the books in our sample?"

We then followed an iterative approach, classifying a random sample of books together in detail until we were satisfied that the coding scheme

was adequate, and to assure agreement on category assignment. When we were not in full agreement, we maintained broader, more abstract options so as not to narrow the focus prematurely. We then used the full set of new categories to reclassify a different sample of books, creating more distinct subcategories within those that contained the largest amount of data. We subsequently discussed the new categories, and evaluated our previous classifications again. We did not limit ourselves to checking only one descriptor within each category, since the preceding goals were sometimes best achieved by checking more than one descriptor in one category but no descriptor in other categories.

The classification scheme we developed, along with the frequencies for each category, is presented in Table 2.1. After reading all of the available information on a particular book, the book was given either a 1 or a 0 for each of the classification categories. Again, we did not limit ourselves to just one attribute per category for each book; in some cases, it was appropriate to make several classifications in a given category (see Table 2.1). The first broad category concerns the characteristics and background of the author or authors of the book. For example, if the author's biography listed him or her as a professor, a 1 would be placed in the "Academic Author" column. Where authors had more than one characteristic, multiple columns in this section were modified. For example, a book with several authors who collaborated on a single book might have a 1 placed in academic, consultant, and business. The author was considered a writer or reporter if that was his or her sole occupation, and the business classification was reserved for authors who were in the business industry writing about their own or others' experiences.

The second broad category that emerged from our classification process considered the primary setting of the book. For example, *Elizabeth I, CEO: Strategic Lessons From the Leader Who Built an Empire* would be classified as "Historical" because the book primarily concerns a distinct historical period of time. On the other hand, *Peak Performance: Business Lessons From the World's Top Sports Organizations* would receive a 1 in the "Sports Setting" column because the book takes place in the world of sports.

The "Primary Approach" category represents the tactic, approach, or technique that the author or authors use to make their points or get their ideas across in the book. If the book utilized an allegory, fable, or fictional story, such as *Fish! A Remarkable Way to Boost Morale and Improve Results,* or if it primarily utilized a fictional character to illustrate important points, it would receive the appropriate classification. The "Trait/

TABLE 2.1

Descriptive Statistics for Key Variables (*n* = 257 Books)

	Mean	Std. Dev.
Author Background		
Writer/Reporter	0.06	0.24
Historian	0.05	0.21
Military	0.04	0.20
Consultant	0.36	0.48
Business	0.20	0.40
Academic	0.28	0.45
Religious Leader	0.05	0.21
Political	0.03	0.18
Sports	0.02	0.14
Target		
Personal Development	0.40	0.49
Developing Others	0.16	0.37
Organizational Change	0.32	0.46
Academic	0.09	0.29
Setting		
Business	0.66	0.48
Education	0.06	0.23
Religious	0.09	0.29
Political	0.12	0.33
Historical	0.12	0.32
Military	0.07	0.25
Sports	0.03	0.18
Primary Approach		
Fictional Story	0.07	0.25
Fictional Character	0.02	0.14
Trait/Competency	0.33	0.47
Books with Numbered Suggestions	7.09	0.59
Metaphors/Anecdotes/Cases/Interviews	0.28	0.45
Research based	0.18	0.39
Collection or Edited Volume	0.09	0.29
Voice		
Expert	0.37	0.48
"Evangelical"	0.13	0.33
Personal Account/Autobiography	0.09	0.29
Third-Person Account/Biography	0.18	0.38
Philosophical	0.29	0.45
Self-Actualization	0.11	0.31

Competency" category includes books that focus on a specific set of skills or characteristics, with the explicit idea that by following the book's guidelines, the reader can improve his or her behavior appropriately. "Books with Numbered Suggestions" includes books such as *1001 Ways to Energize Employees,* which offer a specifically ordered and numbered set of guidelines, steps, suggestions, or tenets of leadership. The number of suggestions given by a single book in our sample ranged from 1 to 1,001.

Another classification in the "Primary Approach" category encompasses books that incorporated metaphors, anecdotes, specific cases, or interviews to illustrate topical areas. Books in this category may analyze a specific set of companies, interview top executives, or use anecdotes or metaphors derived from the authors' experiences. "Research based" books utilized a scientifically based study with evidence from multiple executives, companies, or industries, and the primary purpose of the book was to share the results and findings from the authors' research. Finally, the last classification in this category, "Collection or Edited Volume," incorporates books that utilize a collection of chapters and ideas from a variety of authors to address a common theme, such as *Schools That Learn: A Fifth Discipline Fieldbook for Educators, Parents, and Everyone Who Cares About Education.*

The last primary category in our classification scheme is "Voice." This aspect of the book concerns the primary tone or approach the author takes in order to convince the reader of his or her credibility, the contribution the book makes, or more generally, why the reader should choose to read this leadership book over any other. The "Expert" classification was given to books that claimed to make a contribution to leadership based on their experiences and expertise. "Evangelical" books, on the other hand, try to aggressively convince the reader that he or she will profit in an intrinsically satisfying or motivational manner through reading a particular book. While some books given this classification were religious in nature, others, such as *Don't Fire Them, Fire Them Up: Motivate Yourself and Your Team* conveyed an almost evangelical fervor about leadership that was strongly motivational but not religious in nature. "Personal Account/ Autobiography" and "Third Person Account/Biography" classifications were given to books that fit these standard terms, while the "Philosophical" classification encompasses books that focus on morality, ethics, or integrity in leadership, or advocates a new philosophy for leadership such as *Simplicity: The New Competitive Advantage in a World of More, Better, Faster.* Finally, the "Self-Actualization" category includes books that explicitly prescribe passion and/or excitement for leaders to make work an

adventure. Books in this category, such as *Leadership and Self-Deception: Getting Out of the Box,* explicitly prescribe a leadership style or approach that will lead to self-fulfillment, personal growth, and allow the reader to realize his or her dreams.

Of the 400 books in the original sample, 110 books appeared on both lists and were used to calculate interrater reliability. The interrater reliability coefficient for the sample was obtained by first calculating the differences in classification attributes and then calculating the percentage of different classifications relative to the total (i.e., if one rater judged the book's voice to be "expert" and the other rater judged the book's voice to be "philosophical," and all other classifications were the same, that book would have an agreement factor of 94%). Averaging this coefficient over the 110 books rated by both coders, the final coefficient of interrater reliability proved to be acceptable at .86 (Fan & Chen, 2000).

Six of the books in our initial sample did not appear to have anything to do with leadership, and 21 books were deleted from the sample because we failed to find sufficient information from any of our sources to adequately classify the book. Some books, for example, were not reviewed by any third-party sources and did not have enough information from the publisher, author, "experts," or customers to give us confidence in an appropriate classification. Finally, six books were deleted from the sample because the two raters made significantly different classifications. This left us with a total sample size of 257 different books on leadership (see Appendix 2.A for a list of the titles included in our sample).

Neural Networks

In order to understand the broader patterns or clusters of types of books in our sample, we utilized a relatively new area of information processing technology known as neural networking. Although this technology has only recently entered the mainstream, research on neural networking dates back to the 1940s (Zhu & Chen, 2000). The underlying concept is that, much like the human brain, computing systems are able to learn from experience how to distinguish between similar objects and recognize patterns. Neural networks have been employed for a wide variety of research problems, including understanding market structuring (Reutterer & Natter, 2000), forecasting electrical power usage (Cottrell, Girard, & Rousset, 1998), identifying individuals' cognitive styles and learning strategies (Ford, 2000), predicting automobile injury claims fraud (Brockett, Xia, & Derrig, 1998) and detecting associations between text documents

(Roussinov & Chen, 1998). Although neural networks have been utilized for a wide variety of applications, their application to the social sciences is relatively new and holds a great deal of promise, particularly since they are particularly well suited to capturing nonlinear relationships among variables (Somers, 2001).

Our research questions led us to neural networking for a number of reasons. Unlike more conventional statistical methods, neural networks do not require assumptions about the form or distribution of the data to analyze it. Given the discovery orientation of our study and our desire to let patterns emerge from the data rather than imposing classifications a priori, neural networking is an ideal technique. While traditional statistical analyses require one to assume a certain form to the data and test its validity until the correct form is found, neural networks require no such assumptions. In addition, neural networks are more tolerant of imperfect or incomplete data than other methodologies.

Finally, neural networks have been demonstrated to perform better than traditional statistical methods when the form of the data is unknown, nonlinear, or complex, yet there are strong underlying relationships in the data. For example, Reutterer and Natter's (2000) comparative study of two neural network approaches versus multi-dimensional scaling (MDS) found that neural network approaches showed both higher robustness and a higher stability of partitioning results in determining brand preferences. Roussinov and Chen's (1998) study compared how closely clusters produced by a computer neural networks correspond with clusters created by human experts, and concluded that both techniques work equally well in detecting associations. Soylu, Ozdemirel, and Kayaligil (2000) similarly concluded that artificial neural network algorithms such as the one utilized in this study obtain promising results both in terms of solution quality and computation time (see Lin, Chen, & Nunamaker, 2000, for a detailed comparison of statistical versus neural approaches to cluster analyses).

The Kohonen Self-Organizing Map

This study utilized an unsupervised neural network known as the Kohonen Self-Organizing Map (SOM), which is appropriate for research questions in which the correct answers are unknown. The Kohonen SOM is an unsupervised learning technique for summarizing high-dimensional data so that similar inputs are mapped closely to one another (Kohonen, 1990, 1995). Several studies have adapted the Kohonen SOM approach specifically for

textual analysis and classification (see Lin et al., 2000; Ritter & Kohonen, 1989). When applied to textual data, the Kohonen SOM has been shown to be able to group together related concepts in a data collection and to present major topics within the collection with larger regions (Lin et al., 2000). Previous research has strongly suggested the SOM algorithm as an ideal candidate for classifying textual documents (Chen, Schuffels, & Orwig, 1996).

Neural Connection, a software system for neural computing compatible with *SPSS,* was employed for our analysis. The Kohonen tool in this software package allows the user to reduce the multi-dimensionality of a data set into a one- or two-dimensional array of artificial nodes. Pattern recognition is attained by summing the input variables, assigning weights to them, and then using a statistical function or algorithm to approximate the value of the outcome variable. Unlike other statistical methods, such as linear regression, neural networks require many passes or training runs to minimize the error between the predicted and outcome values. Each time the input data is run through the Kohonen Network, the weights are adjusted, and the prediction of the network is improved. This process is referred to as "learning" (Somers, 2001).

Due to the relatively small size of the data set, a number of defaults in the Kohonen settings were changed. The specifics of the Kohonen SOM analysis were therefore determined as follows: The initial weights in the Kohonen layer were set by taking random samples from within the input data set to eliminate any systematic bias. The neighborhood size, or area around a "winning" node that is modified along with that node, was allowed to decay by one tenth of one percent per training iteration. The advantage of allowing neighborhood decay is that as the training proceeds, areas of the Kohonen layer become more sharply defined with regard to specific example types. The multiple Kohonen layer module was enabled, as creating more than one Kohonen layer is particularly useful for classification problems (SPSS, 2001). The learning rate was defaulted at .6, and the training of the Kohonen network was stopped at 20 epochs. This indicates that every book in the data set was passed through the Kohonen layer a total of 20 times. Finally, due to the small size of the data set and the assumption that there were a few basic clusters in the data, the initial size of the Kohonen layer was kept small. If data from a particular cluster needed to be analyzed for further sub-clusters, this could be done after the initial training of the network. Therefore, the size of the Kohonen Layer side field was initially set to five nodes.

Generalizability. As in other statistical methods, generalizability is an important issue in neural networks. Following Bishop (1995) and Somers (2001), data was randomly partitioned into two samples: a training sample and a test sample. According to Somers (2001), "in a process similar to cross-validation (e.g., use of a hold-out sample), model parameters (weights and functions) are generated using a training sample and then the generalizability of these results is assessed with a test sample (which serves as the hold-out sample)" (p. 54). Twenty percent of the total sample was utilized for the test data, producing a final data allocation of 206 books for training and 51 books for testing.

RESULTS

The initial Kohonen SOM analysis resulted in twenty-five nodes. The Kohonen Network Viewer (see Fig. 2.1) was examined to give us an indication of the relative proximity of each node to its neighbors, in order to determine how the nodes should be spatially divided into clusters. The nodes plot represents each artificial node as a square, which is colored according to how close it is to its neighboring neurons. Light colored neurons indicate close proximity to their neighbors; dark colors indicate greater distance from neighboring nodes. In addition to examining the Network Viewer, the numerical centers for each of the 25 nodes were examined to determine the primary book classifications that typified each node. Nodes that shared at least one of the three primary characteristics
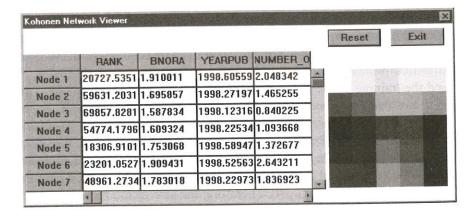
Kohonen Network Viewer				
	RANK	BNORA	YEARPUB	NUMBER_O
Node 1	20727.5351	1.910011	1998.60559	2.048342
Node 2	59631.2031	1.695857	1998.27197	1.465255
Node 3	69857.8281	1.587834	1998.12316	0.840225
Node 4	54774.1796	1.609324	1998.22534	1.093668
Node 5	18306.9101	1.753068	1998.58947	1.372677
Node 6	23201.0527	1.909431	1998.52563	2.643211
Node 7	48961.2734	1.783018	1998.22973	1.836923

FIG. 2.1. Kohonen network output.

TABLE 2.2
Map of Node Clusters, Primary Characteristics, and Book Title Samples

Cluster	Primary Characteristics	Sample Book Title
Cluster 1 Leading change	Organizational change Collection/edited volume Expert voice	*Organization 2000: The Essential Guide for Companies and Teams in the New Economy*
Cluster 2 Leading scientifically	Academic author Trait/competency approach Business setting	*Radical Innovation: How Mature Companies Can Outsmart Upstarts*
Cluster 3 Learning from leadership in context	*Subcluster characteristics* Political setting	*Eyewitness to Power: The Essence of Leadership, Nixon to Clinton*
Cluster Characteristics Biography Autobiography	Historical setting	*The Prince*
	Educational setting	*Fundamental Concepts of Educational Leadership and Management*
	Military setting	*Leadership Secrets of Attila the Hun*
	Sports setting	*Everyone's a Coach: Five Business Secrets for High-Performance Coaching*
Cluster 4 Leading through imagination	Fictional story Fictional characters "Evangelical voice"	*The Servant: A Simple Story About the True Essence of Leadership*
Cluster 5 Insider accounts	Business author Autobiography Expert voice	*Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch*
Cluster 6 Consultants on leadership	Consultant author Business setting Numbered suggestions	*The Leader of the Future: New Visions, Strategies, and Practices for the Next Era*
Cluster 7 Leading through religion	Religious leader "Evangelical voice" Religious setting	*Spiritual Leadership: Principles of Excellence for Every Believer*

with their immediate neighbors were grouped into clusters. These analyses indicate the presence of seven distinctive clusters: five major clusters and two minor clusters ranging in size from 17 to 74 books. The seven clusters, along with their primary characteristics and a sample book title from each cluster, are listed in Table 2.2. A detailed explanation of each of the clusters follows.

Cluster 1: Leading Change

Perhaps not surprising in today's fast-paced global economy, the second largest cluster of leadership books ($n = 69$, or 27% of the sample) consists of books that deal with various aspects of the change process. Leadership is interpreted as the ability to enact and sustain lasting change, and the books in this cluster serve as "how-to" guides on how the change process can best be managed. Authors in this cluster are primarily academics or self-proclaimed experts who claim to have the key to understanding the mechanics of changing organizations on the path to success. These books provide both the "nuts and bolts" of various organizational change initiatives, as well as a list of traits and/or competencies that a leader must have before he or she can institute lasting change.

Many of the books in this cluster are collections or edited volumes that seek to educate the reader about the nuances of leading change in various business settings. These books are often a collaborative effort between consultants, leading business people, and academics, who are touted as experts or gurus in their fields. In addition, this group of books frequently utilizes case studies of successful businesses and/or interviews with successful leaders in order to illustrate how change was achieved. The result is sometimes theme-based and coherent, and at other times appears to be a hodgepodge of seemingly disjointed topic areas. Nevertheless, the books in this group claim that the expertise within their pages will help leaders to strategically cope with the future and the changes it may bring.

Cluster 2: Leading Scientifically

This smaller cluster of books ($n = 26$, or 10%) takes a scientific or research-based approach to the field of leadership. Books in this cluster are primarily written by academics or consultants who have undertaken various forms of research endeavors, and wish to share the results of their labors. These books, as a result, are much more dense than books in the other clusters in our sample, and many are written primarily for an academic audience. They deal with a wide variety of specific topical areas, including the organizational change theme which makes up the first cluster of books. This accounts for the close proximity of these two clusters in the Kohonen network. However, this cluster of books is differentiated by its philosophical approach to leadership that either explicitly or implicitly treats leadership as something that can be studied, understood, and subsequently taught.

Cluster 3: Learning From Leadership Outside Organizational Contexts

This cluster of books represents the largest in our sample ($n = 74$, or 29%). Its large size and clear differentiation of primary characteristics indicate the presence of five smaller subclusters. This cluster of books is predominantly written by people who claim to have either witnessed great leadership firsthand, or those people who claim to have been great leaders themselves and are willing to share their experiences. What is unique about this group of books is that the context is explicitly *not* managerial. In other words, this cluster claims to have discovered the secrets of leadership outside of traditional organizational settings. These books therefore consist largely of biographies and autobiographies broken into five smaller clusters, corresponding to different contextual areas or realms of leadership (military, political, historical, educational, and sports-related). The authors' backgrounds in each of these subclusters corresponds to the settings they write about. Thus, this group of popular leadership books consists of historians writing about leadership throughout history, and politicians or political insiders writing about political leadership. In addition, books such as Thomas Paine's *Common Sense* and Machiavelli's *The Prince,* which advocated a particular philosophy of leadership that has influenced readers over the centuries, are included in this cluster as well.

This group of leadership books is heavily characterized by the competency approach, selling the idea that great leadership consists of having "the right stuff," which fortunately the reader can learn through the experiences of the leader and his or her leadership actions described in these books. This cluster of books may thus be most accurately characterized as contextually based and experientially oriented: these authors have either "done it" or "seen it firsthand" and as a result, they have gleaned lessons about the requirements of good leadership to pass on to their readers. Inherent in this approach is the assumption that there are certain universal laws, rules, or secrets of leadership that are relevant regardless of the field you are in (which seems to fly directly in the face of more contingency-based approaches to leadership). However, it is worth noting that the emphasis is heavily placed on the *competencies* of leadership rather than the traits; *The Leadership Lessons of Robert E. Lee* discusses the *Tips, Tactics, and Strategies for Leaders and Managers* we can glean from Lee's experiences, not the message that Robert E. Lee was born with certain traits that may be difficult or even impossible for the rest of us to attain.

Cluster 4: Leading Through Imagination

This minor cluster in our sample consists of just 14 books, or 5% of the total sample. It is, however, quite distant from its neighbors in the network due to its distinctive characteristics. All of the books in this cluster utilize fictional stories and characters to address the concept of leadership. In addition, these books are characterized by an approach to leadership that emphasizes how leadership that develops both the self and others can be a self-actualizing and immensely satisfying endeavor. Readers are taken on a fictional journey that reveals the rewards of realizing one's potential as a leader. These stories and parables act primarily as motivational models for how the reader may develop his or her own leadership skills, and have the feeling of a fairy tale or parable applied to the business world. This cluster of books thus utilizes stories to illustrate how the reader can achieve happiness and fulfillment through leadership development. There is a strong underlying message of empowerment that is almost evangelical in its fervor. Through bringing out the best leader in oneself and in others, the individual will achieve not only happiness, but an intrinsic gratification that comes from seeing others realize their potential.

Cluster 5: Insider Accounts

The fifth cluster in our sample of books ($n = 28$, or 11%) is primarily authored by current or former executives or organizational insiders from successful, well-recognized companies. The tone of these books is simple and direct: the author has run a successful organization, staged a major turnaround, and/or managed others for decades, and is willing to sell his or her experience to the reader. The books in this cluster are strongly managerial in focus, primarily written in the first person, and present a "behind the scenes" personal account of leadership. The underlying message is that by reading one person's tale of success, the reader can glean hints or tactics that can be applied to his or her own leadership skills and career prospects.

Cluster 6: Consulting on Leadership

This cluster ($n = 30$, or 12%) consists of books written by professional consultants, who claim that their years of working with companies qualifies them to divulge the secrets of how to lead change. This group of books emphasizes visionary leadership, "leading the revolution," and a plethora

of other catchy phrases that are argued to capture the essence of leadership. These books frequently offer numbered suggestions for the reader to follow in order to build the skills of others, and offer a more commonsensical, practical, guide-oriented approach to leadership than many of the other popular books on the market. In addition, books in this cluster are filled with tips, lists, checklists, worksheets, and exercises for how to help others be better team members, how to coach effectively, and tips and tactics for helping others hone their leadership skills, to name just a few. Often, the books in this cluster read like mini-courses in leadership, or cookbooks for how to mix the right ingredients and skills to create a good leader.

Cluster 7: Leading through Religion

The last cluster of books in our sample ($n = 17$, or 7%) is made up of books that approach leadership through the lens of religious beliefs. These books frequently draw on religious lessons and allegories to guide readers toward the development of their leadership skills, which is seen as a key component of individual self-fulfillment. The books in this cluster are evangelical in their quest to incorporate spirituality as a guide toward the reader's personal development, and they view leadership as either partially or completely guided by higher forces.

CONCLUSION

The preceding analyses point out a number of different characteristics of popular leadership books today. At the beginning of this chapter, we asked two primary questions: (a) What issues, perspectives, and characteristics are the primary focus of popular leadership books today, and (b) how do these themes and principles contextualize and influence leadership processes, specifically how leaders and followers interact? We now turn toward the conclusions we can draw from our analysis of how leadership is portrayed in books today.

The Romance Continues

Our analysis of nearly 300 popular leadership books confirmed one of our initial suspicions: at times we were amazed by the seemingly infinite diversity of perspectives and approaches in our sample, whereas at other times

we had the impression we were reviewing the same book 50 times with different titles. It is clear from our study that there is a massive amount of information, knowledge, and wisdom being produced about leadership. In addition, these leadership products are readily available, highly accessible, and voraciously consumed. In the end, this study has given us a thorough taste of what is currently "out there" in terms of popular leadership books, and represents a cultural body of conventional thought and philosophy regarding the concept of leadership that contextualizes the occurrences of leadership that are the usual foci of studies in this area. We argue that the seven major clusters of books we uncovered in this study represent an initial attempt to map the general "leadership ambience" that conditions and orients leader–follower interactions. We now turn to the themes that constitute the ecology of leadership, what they reveal about the concept of leadership in today's society, and how these clusters continue to reflect a romance with the concept of leadership and its capabilities.

The clusters unearthed by the Kohonen network analysis suggest that our appetite for leadership products is satisfied in distinctive ways. On one hand, we continue to be fascinated with the seemingly inexhaustible power and influence leaders have to enact change, both in organizational structures and in people themselves. The large "Leading Change" cluster that emerged in our analysis indicates that it is an extremely prosperous area of the leadership literature. This cluster of books takes a nearly limitless approach to change, seemingly without exception. Simply by reading a book, readers are persuaded that they will be able to *Break the Code of Change, Manage the Dream,* or become *A Force for Change.* Spurred by technological changes, globalization, and demographic changes in the workforce, this group of books reflects a seemingly never-ending belief in the capacity of leadership to effect change on nearly anything and everything.

The ever-quickening pace of change in the modern world has also led to increased uncertainty. This uncertainty, in turn, makes it much easier to "identify [the ever-widening] gaps in the guru market" (Levy, 2000, p. 22).

> Nothing boosts book sales like a little panic among the managerial classes. People have always sought out oracles in uncertain times, and for business-people the times are very uncertain indeed. A lot of people want to learn how to be leaders because being a follower is not much of a career option anymore. The problem is not just that the traditional corporate hierarchy is being flattened. Management's fundamental assumptions are being undone. The locus of decision-making, indeed of policy formulation, is becoming diffused throughout the typical organization. (Krohe, 2000, p. 21)

These changes are leaving today's leaders scrambling to manage an ever-increasing uncertainty, increasing our appetites for management gurus and experts who can provide easy answers (represented in the "Consultants on Leadership" and "Insider Accounts" clusters). Jackson's (1999) rhetorical critique of Stephen Covey and the effectiveness movement demonstrates how gurus' work resonates with the material, existential, and spiritual needs of individuals within our society that are peculiar to the late modern age. While this is by no means a new phenomenon (see "Memorable Gurus and Cutting-Edge Theories" [Anonymous, 1999] for a decade-by-decade flashback of some memorable management gurus and leading principles), this study suggests that the demand for gurus and experts to lead us through uncertain times is not likely to abate any time soon.

Our appetite for leadership is also somewhat sated by our seeming confidence in the wisdom and tools that the experts claim to have gleaned from their vast experiences. While the clusters we titled "Leading Scientifically" and "Learning From Leadership in Context" vary tremendously in terms of subject area, readability, and the credentials of the author or leader depicted, they strongly suggest that we are still enamored with the idea that there are certain universal leadership competencies that lead to success, whether one is a martial arts coach, Attila the Hun, or the pope himself. The wisdom, skills, and lessons that an individual learns as a leader are illustrated by emissaries all around us, and these books sell the notion that these universal truisms can be learned and subsequently utilized by everyone. In essence, this is a very democratic, egalitarian, and somewhat romanticized image of leadership: we can all be leaders, given the right knowledge and skills (although this may eventually leave us without any followers!).

Finally, the clusters titled "Leading Through Imagination" and "Leading Through Religion" suggest that our society's thirst for books that promise happiness and self-fulfillment is not easily satiated. Embedded in a capitalistic, consumer-driven society, it is not surprising that many of us are compelled to buy the latest leadership book. We may even pick it up along with the latest exercise fad, wrinkle cream, or cleaning product, all of which come with underlying promises. Of course we want to be a little healthier, a little younger, our lives a little easier. Why not be a better leader too? Why not help develop those around us to be better leaders too? Krohe (2000) sums it up: "What the self-help book is really selling is hope; most leadership books are doomed to frustrate hope, because they purport to do something no book can do" (p. 18).

Overall, the results of this study suggest that themes of change, expert and guru appeal, self-actualization and fulfillment constitute the ecology of leadership. Leaders who are seen as affecting change, possessing great experience and knowledge, and providing their followers with the opportunity to reach their unique potentials fit our cultural stereotypes of what a great leader should be. Leadership skills are identifiable and accessible to all, regardless of social standing, formal training, or experience. What is interesting about this ubiquitous and consistent message from popular leadership books is that it implies that every leader is able to easily attain these standards, simply by spending a few hours with a leadership book. Faced with real-life leaders who do not seem to bring about great changes, possess the right knowledge or skills in every situation, or have enough time or energy to ensure that their followers are able to realize their potential as employees and as people, it is not difficult to see how this leadership ecology can negatively affect leader–follower relations.

Although the sheer number, popularity, and demand for leadership books hints strongly that we are as obsessed with leadership as ever, our study of leadership books makes clear that our fascination with the personas of celebrity leaders and their experiences continues. We are continually compelled by the idea that these leaders have created tremendous outcomes through the force of their amazing personalities, and we line up in droves to get a glimpse of this magic. Yet the authors of these books are not only selling a front-row seat to the fame and glory that surround these popular leaders; they are selling the implication that by buying and reading these books, we can become one of these heroes. In other words, "the celebrity leader is precisely the person so many leadership-book readers seem to wish to be" (Krohe, 2000, p. 20).

This leaves the reader with a tremendous paradox. On the one hand, according to James O'Toole (1999) in *Leadership A to Z: A Guide for the Appropriately Ambitious,* every sane person knows that not everyone can be an Abe Lincoln, a Jack Welch, or a Margaret Thatcher. In fact, O'Toole concludes that "leadership talent and ability are as widely dispersed as the ability to play the piano or hit a curve ball" (p. 6). Yet the books in Cluster 3 all sell the idea that these personalities' talents and abilities can be distilled into a neat list of tips, tools, and techniques. Perhaps this is the answer to why as a society we continue to consume the latest bestseller; we are not so much buying the secrets of being a great leader as we are buying the myth that anyone can be one. Most of us would agree that *Elizabeth I, CEO: Strategic Lessons From the Leader Who Built an Empire* sounds much more promising than *You Are Not Elizabeth I and You Never*

Will Be. According to guru experts (ironic as this term may be), "leadership comes down to the fact that with all of the posturing and promises, no guru, regardless of his or her mettle or meddling, can make you an instant leader. Leaders aren't born—at least not full-blown. Neither are they made like instant coffee. Instead, they are slow brewed" (Boyett & Boyett, cited in Pospisil, 1998, p. 71).

Although this continued fascination with leaders and their influence is perhaps not surprising when the larger changes in the business environment are taken into consideration, this fact does not mitigate the danger. According to Krohe (2000):

> It's no coincidence that the leadership-book fad has bloomed as we begin what may come to be called the post-management era. Frustrated with the quotidian miseries of managing, firms first resorted to structural changes such as reengineering as a miracle cure. That failed; it made for leaner firms but not redirected or re-energized ones. The new way to make management unnecessary is to substitute for it the charismatic influence of The Leader. (p. 21)

Combined with subsequent research, this study suggests that we need to use a great deal of caution in overemphasizing this charismatic influence. Truly great leadership is not likely to be as easily attained as this cultural ecology might lead us to believe. Although it may not be a bestseller, perhaps what we really need in the post-management era is a more realistic portrayal of the skills people at all levels of organizations can be taught to utilize effectively, as well as a realistic portrayal of the work it takes to get there and the limitations and constraints that each and every leader must face. But then again, are we really sure we need another leadership book?

Whatever one's opinions about this genre of books and the value of what is produced and consumed, it seems inevitable that more books about leadership will continue to be written and read. We argue, however, that the books themselves are less important than what they represent and reveal. In our view, what transpires between leaders and followers occurs against this backdrop of conventional—and in some cases more avant-guard—thoughts, wisdom, and philosophies regarding leadership that are constantly produced, consumed, and embedded. In other words, we see this genre of books as providing a general leadership ambience within which leaders and followers interact and respond to one another. Between their covers lies a cacophony of multiple voices, and a veritable alphabet soup of different perspectives. Thus, popular leadership books are a reflection of the production and consumption of these culturally ambient aspects of leadership, a mirror image of how we as a society define and

interpret leadership itself. Through our analysis of these popular books, we provide a first, somewhat crude mapping of the topography and texture of these ambient aspects of leadership. It is our hope, however, that further research will continue to extensively map and explicitly consider the ecological backdrop that contextualizes modern leadership in all of its forms.

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APPENDIX 2.A:
COMPLETE LISTING OF BOOK TITLES

Leadership From The Inside Out: Becoming a Leader for Life
A Work of Heart: Understanding How God Shapes Spiritual Leaders
American Rhapsody
Brand Leadership
Breaking the Code of Change
Cigars, Whiskey & Winning: Leadership Lessons From General Ulysses S. Grant
Clicks and Mortar

Co-Leaders: The Power of Great Partnerships
Coaching for Leadership: How the World's Greatest Coaches Help Leaders Learn
Common Knowledge: How Companies Thrive by Sharing What They Know
Corps Business: The 30 Management Principles of the U.S. Marines
Digital Transformation: The Essentials of e-Business Leadership
Elizabeth I, CEO: Strategic Lessons From the Leader Who Built an Empire
Executive Coaching With Backbone and Heart: A Systems Approach to Engaging Leaders With Their Challenges
Executive Instinct: Managing the Human Animal in the Information Age
Eyewitness to Power: The Essence of Leadership—Nixon to Clinton
Failing Forward: Turning Mistakes Into Stepping Stones for Success
Fish! A Remarkable Way to Boost Morale and Improve Results
Funky Business: Talent Makes Capital Dance
Leadership: What Every Manager Needs to Know
Going to the Top: A Road Map for Success From America's Leading Women Executives
Harnessing Complexity: Organizational Implications of a Scientific Frontier
How Hitler Could Have Won World War II: The 10 Fatal Errors That Led to Nazi Defeat
Lead to Succeed: 10 Traits of Great Leadership in Business and Life
Leadership and Self-Deception: Getting out of the Box
Leadership Secrets of the Rogue Warrior
Leadership Wisdom From the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders
Leadership Wisdom
Leadership: A Treasury of Great Quotations for Those Who Aspire to Lead
Leading at the Edge: Leadership Lessons From the the Extraordinary Saga of Shackleton's Antarctic Expedition
Leading the Revolution
Learning Journeys: Top Management Experts Share Hard-Earned Lessons on Becoming Great Mentors and Leaders
Lightning in a Bottle: Proven Lessons for Leading Change
Lives of Moral Leadership
Managing the Dream: Reflections on Leadership and Change
Maxwell 3-in-1: The Winning Attitude, Developing the Leaders Around You, Becoming a Person of Influence
More Than a Motorcycle: The Leadership Journey at Harley-Davidson
Obsessions of an Extraordinary Executive: The Four Disciplines at the Heart of Making Any Organization World Class
The Strategy Focused Organization
Peak Performance: Business Lessons From the World's Top Sports Organizations

Peterman Rides Again: Adventures Continue with the Real "J. Peterman" Through Life & the Catalog Business
POTUS Speaks: Finding the Words That Defined the Clinton Presidency
Power Plays: Shakespeare's Lessons in Leadership and Management
Radical Innovation: How Mature Companies Can Outsmart Upstarts
Rites of Passage at $100,000 to $1 Million+: Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress in the 21st Century
Schools That Learn: A Fifth Discipline Fieldbook for Educators, Parents, and Everyone Who Cares About Education
Secrets of Power Negotiating
Sellout: The Inside Story of President Clinton's Impeachment
Simplicity: The New Competitive Advantage in a World of More, Better, Faster
Stop Whining, and Start Winning: Recharging People, Reigniting Passion, and Pumping up Profits
Terms of Engagement: Changing the Way We Change Organizations
The 12 Simple Secrets of Microsoft Management: How to Think and Act Like a Microsoft Manager and Take Your Company to the Top
The 21 Most Powerful Minutes in a Leader's Day: Revitalize Your Spirit and Empower Your Leadership
The 7 Habits of Highly Effective People
The Arc of Ambition: Defining the Leadership Journey
The Board Book: Making Your Corporate Board a Strategic Force in Your Company's Success
The Breach: Inside the Impeachment and Trial of William Jefferson Clinton
The Case Against Hillary Clinton
The Code of the Executive: Forty-Seven Ancient Samurai Principles Essential for Twenty-First Century Leadership Success
The Entrepreneurial Mindset
The Monk and the Riddle: The Education of a Silicon Valley Entrepreneur
The Next Pope: A Behind-The-Scenes Look at How the Successor to John Paul II Will Be Elected and Where He Will Lead the Catholic Church
The Presidential Difference: Leadership Style from Roosevelt to Clinton
The Reader's Companion to the American Presidency
The Real Work of Leaders: A Report From the Front Lines of Management
The Shadow Negotiation: How Women Can Master the Hidden Agendas That Determine Bargaining Success
The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment
Papal Sin: Structures of Deceit
The Wave 4 Way to Building Your Downline
Theremin: Ether Music and Espionage (Music in American Life)
True Professionalism: The Courage to Care About Your People, Your Clients, and Your Career

What Would Machiavelli Do?

Working With Emotional Intelligence

1001 Ways to Take Initiative at Work

Accountability: Getting a Grip on Results

AquaChurch: Essential Leadership Arts for Piloting Your Church in Today's Fluid Culture

Becoming a Woman of Influence: Making a Lasting Impact on Others

Blown to Bits: How the New Economics of Information Transforms Strategy

Bringing out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement

Cultural Proficiency: A Manual for School Leaders

Day of Deceit: The Truth About FDR and Pearl Harbor

Dialogue and the Art of Thinking Together: A Pioneering Approach to Communicating in Business and in Life

Don't Step in the Leadership

Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others

Essential Managers: How To Delegate

Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not

Getting It Done: How to Lead When You're Not in Charge

High Velocity Leadership: The Mars Pathfinder Approach to Faster, Better, Cheaper

How to Be a Star at Work: 9 Breakthrough Strategies You Need to Succeed

John P. Kotter on What Leaders Really Do: A Harvard Business Review Book

Leader to Leader: Enduring Insights on Leadership from the Drucker Foundation's Award Winning Journal

Leadership and the New Science Revised: Discovering Order in a Chaotic World

Leadership by the Book: Tools to Transform Your Workplace

Leadership by the Book

Leadership for Dummies

Leadership From the Inside Out: Becoming a Leader for Life

Leadership Lessons of Robert E. Lee: Tips, Tactics, and Strategies for Leaders and Managers

Leading Beyond the Walls

Leading With Integrity: Competence With Christian Character (The Pastor's Soul)

Lean Transformation: How to Change Your Business Into a Lean Enterprise

Learning the 21 Irrefutable Laws of Leadership (Study Guide)

Learning to Lead

Lessons from the Top: The Search for America's Best Business Leaders

Managing People Is Like Herding Cats

Mission Possible: Becoming a World-Class Organization While There's Still Time

Nothing's Impossible: Leadership Lessons From Inside and Outside the Classroom

Patton on Leadership: Strategic Lessons for Corporate Warfare

Political Savvy: Systematic Approaches to Leadership Behind the Scenes

Results-Based Leadership

Rethinking the Future: Rethinking Business, Principles, Competition, Control and Complexity, Leadership, Markets, and the World

Right From The Start: Taking Charge in a New Leadership Role

Robert E. Lee on Leadership: Executive Lessons in Character, Courage, and Vision

Say It With Presentations: How to Design and Deliver Successful Business Presentations

Self-Help Stuff That Works

Succeeding Generations: Realizing the Dream of Families in Business

The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow

The American President

The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence

The GE Way Fieldbook: Jack Welch's Battle Plan for Corporate Revolution

The Gifted Boss: How to Find, Create and Keep Great Employees

The Heart of a Leader

The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All

The Military 100: A Ranking of the Most Influential Military Leaders of All Time

Topgrading: How Leading Companies Win by Hiring, Coaching and Keeping the Best People

Winning With Integrity: Getting What You're Worth Without Selling Your Soul

Age of Unreason

Basic Principles of Policy Governance

Becoming a Woman of Influence: Making a Lasting Impact on Others

Empowerment Takes More Than a Minute

Executive EQ: Emotional Intelligence in Leadership and Organizations

Harvard Business Review on Change

Harvard Business Review on Leadership

The Tao of Leadership: Lao Tzu's Tao Te Ching Adapted for a New Age

Joining Forces: Making One Plus One Equal Three in Mergers, Acquisitions, and Alliances

Julie's Wolf Pack

Organization 2000: The Essential Guide for Companies and Teams in the New Economy

Organization 2000: Achieving Success With Ease in the New World of Work
Organizing Genius: The Secrets of Creative Collaboration
Outlearning the Wolves: Surviving and Thriving in a Learning Organization
God's Politicians
Rules & Tools for Leaders
Rules and Tools for Leaders: A Down-to-Earth Guide to Effective Managing
Semper Fi: Business Leadership the Marine Corps Way
Jack Welch and the G.E. Way: Management Insights and Leadership Secrets of the Legendary CEO
Synchronicity: The Inner Path of Leadership
The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You
The Big Book of Team Building Games: Trust-Building Activities, Team Spirit Exercises, and Other Fun Things to Do
The Complete Idiot's Guide to Business Management
The Courage to Teach: A Guide for Reflection and Renewal
The Five Temptations of a CEO: A Leadership Fable
The Leader's Handbook: Making Things Happen, Getting Things Done
The Nature of Leadership
The Rogue Warrior's Strategy for Success: A Commando's Principles of Winning
The Servant: A Simple Story About the True Essence of Leadership
The Stuff of Heroes: The Eight Universal Laws of Leadership
Virtual Leadership: Secrets from the Round Table for the Multi-Site Manager
Winning Everyday
Zapp!: The Lightning of Empowerment: How to Improve Quality, Productivity, and Employee Satisfaction
1001 Ways to Energize Employees
A Higher Standard of Leadership: Lessons From the Life of Gandhi
A Peacock in the Land of Penguins: A Tale of Diversity and Discovery
Biblical Eldership: Restoring Eldership to Rightful Place in Church
Board Self-Assessment
Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations
Co-opetition: 1. A Revolutionary Mindset That Redefines Competition and Cooperation; 2. The Game Theory Strategy That's Changing the Game of Business
Common Sense
Get Better or Get Beaten!: 31 Leadership Secrets from GE's Jack Welch
It's Just a Thought . . . but It Could Change Your Life: Life's Little Lessons on Leadership
Riding the Tiger: Addressing the Many Ways Information Management Affects You in Your Organization

Leaders: The Strategies for Taking Charge/The 4 Keys to Effective Leadership
Leadership 101: Inspirational Quotes and Insights for Leaders
Learning to Lead: A Workbook on Becoming a Leader
Managing by Values
Net Gain: Expanding Markets Through Virtual Communities
The New American Democracy
Nixon's Ten Commandments of Statecraft: His Guiding Principles of Leadership and Negotiation
Organizational Culture and Leadership
Putting Emotional Intelligence To Work: Successful Leadership Is More Than IQ
Real Change Leaders: How You Can Create Growth and High Performance at Your Company
Shaping School Culture: The Heart of Leadership
Reinventing Your Board: A Step-By-Step Guide to Implementing Policy Governance
The Articulate Executive: Learn to Look, Act, and Sound Like a Leader
The Complete Idiot's Guide to Leadership
The Corporate Mystic: A Guidebook for Visionaries With Their Feet on the Ground
The Handbook of Strategic Public Relations & Integrated Communications
The Leader of the Future: New Visions, Strategies, and Practices for the Next Era (The Drucker Foundation Future Series)
The Leadership Engine: How Winning Companies Build Leaders at Every Level
The New Economics: For Industry, Government, Education
The Power Principle: Influence with Honor
Credibility: How Leaders Gain and Lose It, Why People Demand It
Deep Change: Discovering the Leader Within
Desarrolle El Líder Que Está En Usted (Be All You Can Be)
Everyone's a Coach: Five Business Secrets for High-Performance Coaching
Jack Welch Speaks: Wisdom from the World's Greatest Business Leader
Jesus CEO: Using Ancient Wisdom for Visionary Leadership
Leader as Coach: Strategies for Coaching & Developing Others
Leading Change
Leading Minds: An Anatomy of Leadership
Lincoln
Never Give In: The Extrordinary Character of Winston Churchill
The Future of Leadership: Riding the Corporate Rapids Into the 21st Century
The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations
101 Stupid Things Trainers Do to Sabotage Success
Beyond Entrepreneurship: Turning Your Business Into an Enduring Great Company

Certain Trumpets: The Nature of Leadership

Developing the Leaders Around You

Don't Fire Them, Fire Them Up: Motivate Yourself and Your Team

Fundamental Concepts of Educational Leadership and Management

Give and Take: The Complete Guide to Negotiating Strategies and Tactics

Improving Performance: How to Manage the White Space on the Organizational Chart

Leading Out Loud: The Authentic Speaker, the Credible Leader

Leading With Soul: An Uncommon Journey of Spirit

Masterful Coaching: Extraordinary Results by Impacting People and the Way They Think and Work Together

Mining Group Gold: How to Cash in on the Collaborative Brain Power of a Group

On-The-Level: Performance Communication That Works

Smart Moves for People in Charge: 130 Checklists to Help You Be a Better Leader

The Art of War for Executives

The Female Advantage: Women's Ways of Leadership

The Last Word on Power: Reinvention for Executives Who Want to Change Their World

The Leader's Guide: 15 Essential Skills

The Leader in You: How to Win Friends, Influence People, and Succeed in a Changing World

Enlightened Leadership: Getting to the Heart of Change

Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead

Leadership Without Easy Answers

On Becoming a Leader

Spiritual Leadership: Principles of Excellence for Every Believer (Commitment to Spiritual Growth)

The Ecology of Commerce: A Declaration of Sustainability

The Fifth Discipline: The Art and Practice of the Learning Organization

The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization

Developing the Leader Within You

Getting Things Done When You Are Not in Charge

In the Name of Jesus: Reflections on Christian Leadership

Leadership Jazz: The Art of Conducting Business Through Leadership, Followership, Teamwork, Voice, Touch

Lincoln on Leadership: Executive Strategies for Tough Times

Negotiating Rationally

The Effective Executive

The Team Building Tool Kit: Tips, Tactics, and Rules for Effective Workplace Teams

Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life

10 Steps to Empowerment: A Common-Sense Guide to Managing People

Principle-Centered Leadership

Principle-Centered Leadership: Strategies for Personal and Professional Effectiveness

Successful Team Building

The Prince (Everyman's Library)

Leadership Secrets of Attila the Hun

A Force for Change: How Leadership Differs from Management

Leadership Is an Art

New Kind of Leader

Leaders on Leadership

The Making of a Leader

Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership

Reframing Organizations: Artistry, Choice, and Leadership

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness

Life Is Tremendous

How to Think Like a CEO: The 22 Vital Traits You Need to Be the Person at the Top

The Inner Work of Leaders: Leadership as a Habit of Mind

The Leadership Challenge Planner: An Action Guide to Achieving Your Personal Best

APPENDIX 2.B:
KOHONEN NETWORK NODE CENTERS

	Cluster 1				
	Node 1	*Node 2*	*Node 3*	*Node 4*	*Node 5*
Rank	−0.161	0.174	0.261	0.132	−0.182
Src	0.136	−0.109	−0.232	−0.208	−0.044
Year	−0.016	−0.196	−0.276	−0.221	−0.025
ABI	0.055	−0.114	−0.295	−0.222	−0.141
AbI Read	0.056	−0.127	−0.306	−0.245	−0.148
Gender	0.084	0.023	0.054	−0.128	−0.184
Writer/Reporter	−0.260	−0.170	−0.146	−0.120	−0.157
Historian	−0.226	−0.226	−0.226	−0.226	−0.226
Military	−0.214	−0.214	−0.214	−0.214	−0.214
Consultant	0.408	0.507	0.459	0.289	0.125

Cluster 1 (continued)

	Node 1	Node 2	Node 3	Node 4	Node 5
Business	0.423	0.370	0.225	−0.055	−0.263
Academic	0.952	0.657	0.011	−0.132	−0.093
Relig. Leader	−0.226	−0.226	−0.226	−0.226	−0.226
Political	−0.188	−0.188	−0.188	−0.188	−0.188
Sports	−0.141	−0.141	−0.141	−0.141	−0.141
Personal Development	−0.442	−0.553	−0.403	0.394	−0.431
Developing Others	−0.186	−0.043	0.084	0.155	0.138
Organizational Change	1.014	1.126	1.067	0.630	1.024
Academic	0.951	0.396	−0.251	−0.269	−0.233
Business	0.483	0.554	0.674	0.620	0.621
Education	0.241	0.021	−0.249	−0.249	−0.248
Religious	−0.319	−0.319	−0.319	−0.319	−0.319
Political	−0.274	−0.315	−0.372	−0.372	−0.372
Historical	−0.363	−0.320	−0.304	−0.327	−0.363
Military	−0.270	−0.270	−0.270	−0.270	−0.270
Sports	−0.188	−0.188	−0.188	−0.188	−0.187
Collection/Edited Volume	1.171	0.515	0.698	0.533	1.030
Fictional Story	−0.270	−0.270	−0.270	−0.270	−0.270
Fictional Character	−0.141	−0.141	−0.141	−0.141	−0.141
Metaphors/Anecdotes	0.499	0.447	0.336	0.150	0.023
Research based	0.337	0.180	0.051	0.095	0.181
Expert	1.240	0.710	0.545	0.430	0.380
"Evangelical"	−0.230	0.056	0.162	−0.079	−0.380
Autobiography	−0.032	−0.140	−0.188	−0.319	−0.319
Biography	−0.400	−0.397	−0.372	−0.360	−0.352
Philosophical	0.011	−0.008	−0.099	−0.207	−0.333
Self Actualization	−0.069	−0.145	−0.286	−0.185	−0.138
Trait/Competency	−0.450	−0.398	−0.245	0.433	0.998
Num Sugg	−0.093	0.130	0.245	0.143	−0.036

Cluster 2

	Node 6	Node 7	Node 8	Node 9	Node 10
Rank	−0.140	0.082	0.131	0.037	−0.161
Src	0.135	−0.009	−0.053	−0.054	0.036
Year	−0.059	−0.219	−0.228	−0.212	−0.033
ABI	0.227	−0.006	−0.237	−0.180	−0.115
AbI Read	0.237	0.010	−0.191	−0.156	−0.092
Gender	0.093	0.019	0.048	−0.035	−0.050
Writer/Reporter	−0.260	−0.142	−0.110	−0.077	−0.109
Historian	−0.226	−0.226	−0.226	−0.226	−0.226
Military	−0.214	−0.214	−0.214	0.098	0.330
Consultant	0.360	0.392	0.363	0.167	0.015
Business	0.267	0.228	0.198	0.109	0.070
Academic	0.442	0.585	−0.001	−0.151	−0.166
Relig. Leader	−0.226	−0.226	−0.226	−0.226	−0.226

Cluster 2 (continued)

	Node 6	Node 7	Node 8	Node 9	Node 10
Political	−0.188	−0.188	−0.188	−0.188	−0.188
Sports	−0.141	−0.141	−0.141	0.179	0.410
Personal Development	−0.386	−0.382	−0.237	0.319	0.514
Developing Others	−0.221	0.117	0.337	0.271	0.117
Organizational Change	0.792	0.359	0.273	0.116	−0.352
Academic	0.947	0.595	0.759	0.320	0.790
Business	0.885	0.464	0.571	0.498	0.527
Education	0.596	0.273	−0.125	−0.116	−0.156
Religious	−0.040	−0.042	−0.150	−0.211	−0.319
Political	0.045	−0.156	−0.372	−0.372	−0.372
Historical	0.104	−0.099	−0.295	−0.318	−0.318
Military	−0.094	−0.184	−0.233	−0.047	0.114
Sports	−0.188	−0.188	−0.188	0.216	0.314
Collection/Edited Volume	0.885	0.276	−0.181	−0.229	−0.161
Fictional Story	−0.270	0.382	0.236	0.274	−0.270
Fictional Character	−0.141	0.209	0.315	0.148	−0.141
Metaphors/Anecdotes	0.629	0.405	0.189	0.055	−0.007
Research based	0.340	0.113	−0.045	0.022	0.111
Expert	0.624	0.356	0.210	0.179	0.263
"Evangelical"	−0.263	−0.070	0.004	−0.141	−0.322
Autobiography	−0.091	−0.147	−0.084	0.064	0.266
Biography	−0.201	−0.281	−0.351	−0.316	−0.286
Philosophical	0.148	0.246	0.207	0.050	−0.182
Self Actualization	−0.083	−0.023	−0.099	−0.079	−0.143
Trait/Competency	0.894	0.780	0.577	0.420	0.925
Num Sugg	−0.087	0.066	0.139	0.063	−0.046

Cluster 3

	Node 11	Node 12	Node 13	Node 14	Node 15	Node 16	Node 17
Rank	−0.119	−0.158	−0.210	−0.175	−0.140	0.123	0.026
Src	0.094	0.155	0.301	0.250	0.270	−0.030	0.083
Year	−0.121	−0.180	−0.073	−0.070	0.072	0.041	−0.092
ABI	0.562	0.504	−0.139	−0.131	−0.063	1.063	0.342
AbI Read	0.940	0.448	0.008	−0.040	0.008	0.956	0.271
Gender	−0.216	−0.143	0.060	0.621	0.299	−0.285	0.024
Writer/Reporter	1.102	0.844	0.962	0.557	0.621	0.446	0.587
Historian	0.790	0.286	−0.226	−0.226	−0.226	1.126	0.337
Military	−0.027	−0.122	−0.214	0.469	1.228	0.096	−0.021
Consultant	−0.284	−0.135	−0.018	−0.173	−0.333	−0.561	−0.487
Business	−0.231	−0.156	0.084	0.402	0.877	−0.344	−0.332
Academic	0.753	0.332	−0.150	−0.269	−0.391	0.010	−0.236
Relig. Leader	−0.226	−0.226	−0.226	−0.226	−0.226	−0.226	−0.226
Political	−0.188	−0.188	−0.188	−0.188	−0.188	0.963	0.350
Sports	−0.141	−0.141	−0.141	0.555	1.299	−0.141	−0.141

	Cluster 3 (continued)						
	Node 11	Node 12	Node 13	Node 14	Node 15	Node 16	Node 17
Personal Development	−0.277	−0.074	0.093	0.155	0.202	−0.430	−0.306
Developing Others	−0.346	0.214	0.772	0.511	0.159	−0.437	−0.124
Organizational Change	−0.014	−0.075	−0.034	−0.112	−0.141	−0.428	−0.445
Academic	0.877	0.305	−0.319	−0.319	−0.319	0.374	−0.023
Business	−0.445	−0.063	0.314	0.248	0.124	−0.977	−0.691
Education	0.939	0.774	0.864	0.240	0.136	0.156	0.124
Religious	0.248	0.214	0.027	−0.079	−0.313	0.119	0.026
Political	1.284	0.503	−0.372	−0.372	−0.372	1.966	0.669
Historical	1.671	0.982	−0.236	−0.301	−0.223	1.850	0.629
Military	0.611	0.192	−0.108	0.206	0.725	0.818	0.223
Sports	−0.188	−0.188	−0.188	0.717	1.706	−0.188	−0.188
Collection/Edited Volume	−0.051	−0.194	−0.229	−0.239	−0.165	−0.197	−0.270
Fictional Story	−0.270	0.773	1.490	0.947	−0.263	−0.270	0.450
Fictional Character	−0.141	0.483	0.821	0.520	−0.141	−0.141	0.247
Metaphors/Anecdotes	0.474	0.110	−0.312	−0.230	−0.102	−0.085	−0.226
Research based	0.403	0.193	−0.146	−0.060	−0.098	0.100	−0.064
Expert	−0.154	−0.344	−0.460	−0.329	−0.074	−0.633	-0.647
"Evangelical"	−0.162	−0.265	−0.303	−0.243	−0.118	−0.008	−0.205
Autobiography	0.987	0.652	0.665	0.716	1.568	−0.220	−0.224
Biography	1.287	0.967	0.854	−0.128	−0.016	1.650	0.565
Philosophical	0.213	0.609	0.821	0.610	0.131	−0.158	0.035
Self Actualization	0.017	0.134	0.171	0.020	−0.179	−0.254	−0.088
Trait/Competency	−0.230	−0.242	−0.209	0.152	0.556	−0.036	−0.323
Num Sugg	−0.080	−0.087	−0.095	−0.085	−0.071	−0.078	−0.064

	Cluster 4		
	Node 18	Node 19	Node 20
Rank	−0.018	−0.095	−0.094
Src	0.172	0.151	0.121
Year	−0.109	−0.086	0.029
ABI	−0.265	−0.274	−0.286
AbI Read	−0.271	−0.266	−0.294
Gender	0.158	0.168	0.038
Writer/Reporter	0.176	0.017	−0.040
Historian	−0.226	−0.173	−0.103
Military	−0.124	0.233	0.617
Consultant	−0.421	−0.205	0.051
Business	−0.248	−0.017	0.308
Academic	−0.438	−0.450	−0.491
Relig. Leader	−0.226	0.325	1.030
Political	−0.076	−0.188	−0.188
Sports	−0.141	0.254	0.693
Personal Development	−0.226	0.027	0.332
Developing Others	0.076	0.134	0.136

	Cluster 4 (Continued)		
	Node 18	Node 19	Node 20
Organizational Change	−0.457	−0.462	−0.459
Academic	−0.319	−0.319	−0.319
Business	−0.459	−0.294	−0.124
Education	0.067	0.056	0.004
Religious	0.117	0.365	0.795
Political	−0.310	−0.372	−0.372
Historical	−0.229	−0.331	−0.287
Military	−0.047	0.003	0.309
Sports	−0.188	0.319	0.894
Collection/Edited Volume	−0.271	−0.237	−0.149
Fictional Story	0.704	0.458	0.977
Fictional Character	0.382	0.359	0.652
Metaphors/Anecdotes	−0.330	−0.319	−0.276
Research based	−0.221	−0.237	−0.317
Expert	−0.613	−0.436	−0.197
"Evangelical"	0.381	0.355	0.768
Autobiography	−0.031	0.266	0.265
Biography	−0.128	−0.230	−0.141
Philosophical	0.142	0.253	0.313
Self Actualization	0.096	0.253	0.508
Trait/Competency	−0.515	−0.259	0.055
Num Sugg	−0.060	−0.062	−0.074

	Cluster 5	
	Node 21	Node 22
Rank	0.213	0.123
Src	−0.115	0.007
Year	0.102	−0.018
ABI	0.981	0.313
AbI Read	0.889	0.219
Gender	−0.413	0.047
Writer/Reporter	0.703	0.394
Historian	1.332	0.502
Military	0.158	0.058
Consultant	−0.749	−0.707
Business	−0.311	−0.411
Academic	−0.284	−0.465
Relig. Leader	−0.226	−0.226
Political	1.362	0.613
Sports	−0.141	−0.141
Personal Development	−0.520	−0.507
Developing Others	−0.437	−0.383
Organizational Change	−0.441	−0.556
Academic	0.224	−0.057
Business	1.510	1.082

	Cluster 5 (Continued)	
	Node 21	Node 22
Education	−0.249	−0.166
Religious	−0.200	−0.264
Political	1.014	0.788
Historical	0.859	0.562
Military	0.739	0.255
Sports	−0.188	−0.188
Collection/Edited Volume	−0.190	−0.260
Fictional Story	−0.270	−0.270
Fictional Character	−0.141	−0.141
Metaphors/Anecdotes	−0.393	−0.413
Research based	−0.009	−0.094
Expert	1.421	0.825
"Evangelical"	0.067	−0.149
Autobiography	1.825	0.723
Biography	1.332	0.265
Philosophical	−0.381	−0.344
Self Actualization	−0.250	−0.236
Trait/Competency	0.004	−0.368
Num Sugg	−0.083	−0.057

	Cluster 6
	Node 23
Rank	0.064
Src	0.076
Year	−0.119
ABI	−0.329
AbI Read	−0.409
Gender	0.282
Writer/Reporter	0.257
Historian	−0.226
Military	−0.078
Consultant	0.632
Business	−0.449
Academic	−0.618
Relig. Leader	−0.226
Political	−0.029
Sports	−0.141
Personal Development	−0.455
Developing Others	−0.289
Organizational Change	−0.633
Academic	−0.319
Business	0.830
Education	−0.045
Religious	0.045

	Cluster 6 (Cont.)
	Node 23
Political	−0.283
Historical	−0.224
Military	−0.008
Sports	−0.188
Collection/Edited Volume	−0.319
Fictional Story	−0.269
Fictional Character	−0.141
Metaphors/Anecdotes	−0.393
Research based	−0.215
Expert	−0.606
"Evangelical"	−0.098
Autobiography	−0.177
Biography	−0.073
Philosophical	−0.298
Self Actualization	−0.052
Trait/Competency	−0.607
Num Sugg	0.641

	Cluster 7	
	Node 24	Node 25
Rank	−0.048	−0.086
Src	0.079	0.035
Year	−0.051	0.039
ABI	−0.395	−0.462
AbI Read	−0.460	−0.550
Gender	0.236	−0.070
Writer/Reporter	0.011	−0.073
Historian	−0.133	−0.005
Military	−0.106	−0.214
Consultant	−0.253	0.290
Business	−0.340	−0.151
Academic	−0.618	−0.611
Relig. Leader	0.736	2.072
Political	−0.188	−0.188
Sports	−0.141	−0.141
Personal Development	−0.080	0.476
Developing Others	−0.079	0.227
Organizational Change	−0.679	−0.679
Academic	−0.319	−0.319
Business	−0.638	−0.267
Education	−0.066	−0.079
Religious	0.617	1.694
Political	−0.372	−0.372

	Cluster 7 (Continued)	
	Node 24	Node 25
Historical	−0.363	−0.363
Military	−0.270	−0.270
Sports	−0.188	−0.187
Collection/Edited Volume	−0.247	−0.148
Fictional Story	−0.193	−0.070
Fictional Character	−0.141	−0.141
Metaphors/Anecdotes	−0.429	−0.423
Research based	−0.316	−0.476
Expert	−0.500	−0.374
"Evangelical"	0.467	1.513
Autobiography	−0.027	0.294
Biography	−0.239	−0.104
Philosophical	0.010	0.420
Self Actualization	0.334	1.053
Trait/Competency	−0.521	−0.297
Num Sugg	−0.052	−0.081