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Boundaries for Leaders. By Henry Cloud

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inclusion and diversity. The examination of interpersonal dynamics gives strength to community and thus leadership practice.

Because leadership as practice is emergent, it does not stand as strong among various leadership theories. Even so, the book presents practice leadership as an option worthy of careful consideration, especially since so much about social context is emergent and the need to expand local involvement in leadership is rising.

The book concludes with a call to intentional leadership as practice development. Traditional models of leadership theory are worthy of specific and deliberate challenge. Leaders, learners and developers must recognize and facilitate the necessary tensions among themselves that will allow cross-boundary collaboration and better practice outcomes.

I strongly recommend *Leadership as Practice*. If you are interested in reassessing how you have considered and used various leadership theories, this text will provoke your thinking on how to do better what you have already done well.

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BOUNDARIES FOR LEADERS

By Henry Cloud
New York, NY: HarperCollins (2013)
Kindle Version, 272 pages

Reviewed by OSEI DANIELS

“You are ridiculously in charge!” This is one of the key phrases stated by Dr. Henry Cloud in his book *Boundaries for Leaders*. This book breaks down clearly how leaders are

to set up appropriate boundaries with themselves and those they lead. Being “in charge” gives you the authority to accomplish exactly what you determine is important and the direction you want to take the team or organization.

This book, *Boundaries for Leaders*, has helped me embrace the fact that I’m in charge, and that it is completely OK to lead! Speaking the truth in love, clarifying responsibilities and literally asking people what I need them to do has been a big challenge for me in my life. I have always been more of the “worker bee” and not the leader. God has given me the opportunity to mature and grow into my leadership role as youth pastor.

As a pastor, my role is to develop relationships with young people, to encourage them not only to give their lives to Jesus but to motivate them to want to serve Jesus by using their gifts and talents. From what I’ve learned in this book, they also need to make sure they learn crystal clear boundaries for themselves, what they are and are not responsible for as future leaders in their schools and communities. “No one else can set these boundaries for you” (loc 2661) is a powerful principle that will help them tremendously in their maturing into young adults and successful people, serving others out of love rather than fear.

In my marriage of nine years, I’ve been reminded of the amazing gift my wife is to me as it relates to receiving feedback. Before, in my immaturity, I bristled at my wife’s suggestions, corrections and input. But I’ve learned that I needed someone who knew me, believed in my abilities, and didn’t want to harm me in any way. I’ve learned that I needed to open up. Dr. Cloud states that “good character . . . HUNGERS for feedback” (loc 2776). Being a trustworthy leader mandates

good character, and having such a wise and insightful wife has already proven to me that I need to be open to feedback so that I can reflect the Christ-like character needed to lead my youth in the right way.

Because I am introverted, I've found it very difficult to open up and interact with others. I've been a worker-bee type for as long as I can remember, but once I was tasked with being a leader in various church positions, I learned fast that my success depended strongly upon how well I was able to inspire and motivate my team. That meant being around them and interacting with them more than sending e-mails and text messages—which is of course where I was more comfortable. But even more so, I learned that one-time events wouldn't cut it, either! Dr. Cloud states that “you can't grow a plant by dipping it into the dirt once a year. It takes an ongoing connection to build a root system” (loc 1156). Consistency in our interactions would make the difference in how well we gelled as a team and accomplished our established goals. I am still growing in this area, but I understand that I need it much more.

This book has solidified for me the almost terrifying but freeing truths of leadership, that I am “Ridiculously in Charge,” and it's up to me to get the team going where it needs to go. I'm still learning how to shift my mind from the worker-bee to that of the leader, putting first things first in establishing the goal of what we're trying to accomplish, and developing a road map for each step of how we'll be getting to our destination. I've learned that my personal boundary is that of not going into worker-bee mode, of staying in my lane and giving everyone the confidence that not only do I know where we're going but have come up with a way to get there,

of seeking input from my team on how to get there more effectively, of giving them direct impact on our success and not trying to do it all myself.

As I continue to strive to be a leader with boundaries, another one of Dr. Cloud's profound truths is that “leaders get what they create, or what they allow” (loc 2163). By God's grace, with input from the church staff as a whole, I have to literally create ahead of time what I believe God wants us to accomplish as a department.

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INFLUENCER: THE SCIENCE OF LEADING CHANGE

By Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan, & Al Switzler
New York, NY: McGraw-Hill Education (2013)
Paperback, 299 pages

Reviewed by GABRIEL GUTIERREZ, JR.

The foundation and heart of this volume is found in the first few pages: “However, the short explanation for why they're successful is that they see themselves not simply as owners, managers, or leaders but as full-time influencers” (p. 6). “The lion's share of the problems that really bother us don't call for additional technology, theory, philosophy or data (we're up to our necks in that), instead, the problems call for the ability to change what people do” (p. 7). The data and scientific research of all these findings have been tried, tested, and analyzed and the positive results have been measured and reproduced. Every case using these theories has found flesh and bones that have become much