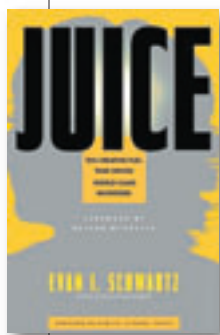


# Bookshelf

**Inventors are odd people, but not just** because they wear big glasses and plastic pocket protectors and spend all day tinkering in their basements. No, inventors are odd because their



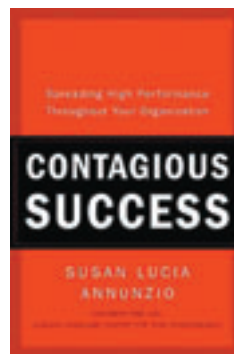
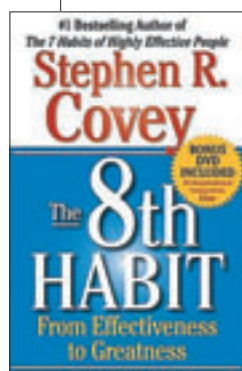
minds are constantly teasing at problems. In *Juice*, Evan I. Schwartz picks through the brains of dozens of inventors, from famous ones like Alexander Graham Bell to lesser-known individuals like Jay Walker,

who came up with Priceline.com. Inventors are driven by a Jungian instinct to play—an almost irresistible desire to take things apart and put them together in a new way—and yet their inventions will be meaningless unless they focus on problems that actually need solutions in markets that can bear innovation. While inventors are a special breed, it's not just mad geniuses who can come up with great ideas. "Invention is a set of strategic thinking tools that you can teach, learn, and practice," writes Schwartz. Modern-day inventors have largely been subsumed into R&D departments, Schwartz notes. "In 1940, the U.S. Census Bureau actually eliminated 'inventor' as a separate job category." But more than a few individuals know that the position still exists. (Harvard Business School Press, \$24.95)

**"Treating people well makes money,"** says Susan Lucia Annunzio in *Contagious Success*. She's not the first person to think so, but she might be one of the first to have empirical proof. Drawing results from a survey of thou-

sands of elite employees at companies around the world, Annunzio describes the ideal workplace for high-performing work groups: one that values people, optimizes critical thinking, and is open to seizing opportunities. These high-caliber workers perform best in a specific environment in which a high paycheck is not the most important factor to employee happiness; in fact, it's ranked fifth after satisfaction with the company's values, teamwork, people, and planning. Annunzio offers case studies of work groups that have performed at high levels, as well as detailed information about her survey. Any team leader should pay heed. (Sentinel, \$24.95)

**Stephen R. Covey, author of the best-selling book *The 7 Habits of Highly Effective People*, is back with an addendum: *The 8th Habit*.** Taking a hard look at the knowledge economy, and the paradigm shift necessary to harness the full productivity of the modern employee, he offers a treatise that is alternately thoughtful, inspirational, and uncompromising. "The Knowledge Worker Age will eventually bring about a downsizing of up to 90 percent of the Industrial



Age workforce," Covey predicts. But neither management nor the workforce has yet figured out the best way to engage that knowledge worker, who wants a job that will satisfy his body, mind, heart, and spirit. Covey's

eighth habit is really an exhortation to every individual: *Find your voice and inspire others to find theirs*. That habit, whether developed at home, in the office, or in any other setting, will create a passionate worker committed to a full life—and extraordinary productivity. (Free Press, \$26)

**Everyone has an opinion about the forces** shaping higher education, but Frank Newman, Lara Couturier, and Jamie Scurry are more qualified than most to offer theirs. They are all involved with the Futures Project: Policy for Higher Education in a Changing World, a think tank based at Brown University. In *The Future of Higher Education*, they lay

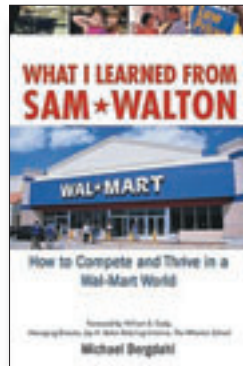


out some of the market forces shaping the university system, from privatization to globalization to sweeping technological innovations. The biggest factor, however, is the gradual shift to a market mindset for colleges and universities, as they compete for students, rankings, and prestige. The result is that both schools and state governments will need to rethink their policies about education and how it is offered. State leaders need control of two factors, the authors write: "mission and a range of workable means of assessing institutional performance." According to them, "What institutional leaders need is greater autonomy in the operation of the institution to fulfill the agreed-upon mission." Many of the ideas will be familiar to anyone anxious about the state of higher education, but that does not make them any less forceful. (Jossey-Bass, \$33)

■ **“How fast do you read?”**

Depending on your answer, by the time you finish this book, Wal-Mart will have opened one, two, three or more stores.”

That’s just one of the nuggets contained in *What I Learned From Sam Walton*, written by former Wal-Mart executive Michael Bergdahl. But Bergdahl isn’t interested in merely wowing readers with facts about Wal-Mart’s juggernaut success. He wants to offer potential Wal-Mart competitors concrete advice about how to compete with the retail giant. He’s devised a strategy for “picking Wal-Mart’s pockets,” which, conveniently, spells the word POCKETS. Readers come to understand Wal-Mart strategies on price, operations, culture, key item promotion, expenses, talent, and service. The chapter on pricing, for instance, details Wal-Mart’s commitment to rock-bottom prices and then states point-blank that no one can compete with the company head-to-head on pricing. “The key is to find a niche ... within your area of expertise, with products and services not offered by Wal-Mart.” It’s a great read for anyone interested in how Wal-Mart has reshaped the landscape of retailing. (Wiley, \$24.95)



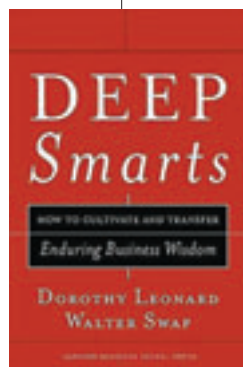
Internet entrepreneurs—who compressed a whole life cycle of learning, success, and failure into a span of a couple of years—as well as veterans of long-established organizations such as The World Bank and Jet

Propulsion Laboratory. Although some of their conclusions are obvious—experience is the best teacher, for example—the questions they ask are thought-provoking. While we know experience matters, they write, do we appreciate its importance in “designing our own careers, in managing the careers of others, or in building and retaining deep smarts within our organizations?” (Harvard Business School Press, \$29.95)

■ **In today’s highly differentiated world, it’s** virtually impossible to sell the same product to everybody. There are too many markets, too many competitors, and too many customers with specialized needs. But how does a CEO determine who his customers are and how to find them? Art Weinstein provides a guide in *Handbook of Market Segmentation*, which focuses on the high-tech and industrial markets. Weinstein demonstrates how executives can zero in on their niche markets by

considering geographic location and product lines while determining if a market is penetrated, untapped, generic, or relevant. Too many firms “still base their marketing plans on cursory, incomplete, or intuitive market analysis,” he writes. What’s required, he says, is the sound planning and

■ **Through what combination of** experience and innate intelligence do people develop the skills and knowledge to be excellent leaders? Dorothy Leonard and Walter Swap call that kind of knowledge *Deep Smarts* and have written a book about the process of acquiring it. They studied



research that lead to strategic segmentation. (Haworth Press, \$19.96)

■ **Every aging population views members of** the upcoming generation with a low-level dread, believing they cannot be as hard-working, passionate, or collaborative as their own contemporaries. So it’s no surprise that baby boomers look with horror on the video gamers just now muscling their way into the workforce. After years of sitting numbly before computer screens immersed in violent fantasy worlds, what could gamers have to offer to the workforce? Plenty, according to John C. Beck and Mitchell Wade in *Got Game*. They conducted interviews with thousands of business professionals, men and women, who were gamers as teenagers, to determine if the video gaming experience changed their attitudes and expectations about work. The answer is: absolutely—and often in a positive way. Gamers are confident, competitive, high-performing, multitasking, and at least as social as nongamers. Playing self-centered games in which they are called upon to do heroic tasks leads them to appreciate “facing a challenge with real teeth, where the reward is partly in service to some larger cause.” Why is it important to understand what motivates former gamers? Because, according to the authors, they make up 81 percent of the workforce of people 34 years old or younger, a huge portion of today’s employees. (Harvard Business School Press, \$27.50) ■

