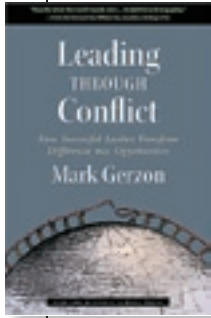


Bookshelf

As workplaces and communities become more globalized, the potential for conflict dramatically increases—and so does the need for leaders who can shepherd others through times of turmoil. In *Leading Through Conflict*, Mark Gerzon describes three types of leaders: the Demagogue, who rules by fear and by demonizing anyone who is “other”; the Manager, who cares only about taking care of his own particular



feifdom; and the Mediator, who is inclusive, holistic, and able to build bridges between differing parties. Gerzon spends most of his time on the Mediator, “the emerging leadership archetype of our era.” He offers

a detailed analysis of the Mediator’s tools, such as the ability to see all sides of a conflict, the commitment to communication, the ability to promote alliances between factions, and the desire to create innovative solutions to old problems. “Although conflict is built into our commercial and civic institutions, the skills for dealing with it are rarely taught,” Gerzon notes. He tries to change that with his book. (Harvard Business School Press, \$27.95)

Innovators have to strike a tricky balance: They must thoroughly understand the history of their fields, and they must be able to toss away all that collective knowledge to create something new. In *The Innovation Killer*, Cynthia Barton Rabe takes a hard look at how companies strangle innovative ideas by insisting on familiar processes and procedures, by succumbing to “groupthink”—and

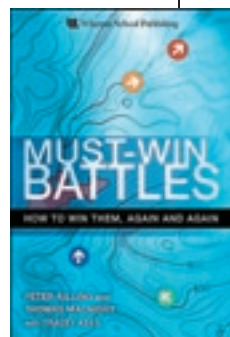
by promoting the even more disastrous “expertthink,” in which workers blindly align themselves with the bosses or the company’s standard practices. To break this cycle, Rabe believes, organizations need to import “zero gravity thinkers,” individuals who are not weighed down by a company’s internal forces. These aren’t just random iconoclastic mavericks who spout radical ideas, she says. The best zero gravity thinkers might be outsiders with a psychological distance from the challenge at hand, but ideally they also have some related expertise. Even better, they tend to be renaissance thinkers—that is, people with broad interests who are able to synthesize ideas. Rabe offers plenty of examples of zero gravity thinkers who shook up companies and helped bring great new products to market. (Amacom, \$26)

Transforming a company isn’t a simple or an overnight process. It requires identifying the corporation’s key goals and making sure the right people are committed to achieving them over the long haul. Such goals are *Must-Win Battles*, according to IMD professors Peter Killing and Thomas Malnight and their co-author Tracey Keys. They argue that these battles can’t be won unless companies simultaneously deploy a committed team, a defined strategy, and effective leadership. Unlike many business books, *Must-Win Battles* isn’t a motivational tract. It’s more of a step-by-step blueprint for how to find the



right team members, lead them through the first difficult meeting, reach consensus on goals, and go forward. The authors pause to describe what kind of setting would work best for the first off-site discussion and to consider what kinds of leadership styles will work best to unite the team. They also offer histories of companies that fought their own transformative battles—and won. (Wharton School Publishing, \$27.99)

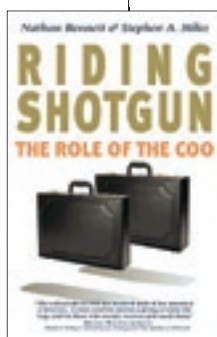
Swordfights and sorcery are at the heart of epics like *Harry Potter* and *Lord of the Rings*—but they’re also common in boardrooms and corner offices. So say Lee G. Bolman and Terrence E. Deal, writing about two leadership styles in *The Wizard and the Warrior*. Wizards are able to invoke symbolism and work within a cultural framework to lead or transform a workplace. Warriors understand the necessity of conflict in the workplace, but the best of them also know how to harness the political power of combat. “The wizard role enables them to bring imagination, creativity, meaning, and magic,” write the authors. “The warrior role mobilizes strength, courage, and willingness to fight as hard and long as necessary to fulfill their mission.” Bolman and Deal offer plenty of examples of both toxic and terrific role models—from Mother Teresa to Richard Nixon, from Merlin to Gollum—in this entertaining and informative book. (Jossey-Bass, \$27.95)



"THERE IS AN UNDERSTANDING THAT THE COO IS THE PERSON YOU WOULD WANT HOLDING THE ROPE, SHOULD YOU FIND YOURSELF DANGLING OFF A CLIFF."

—Riding Shotgun

Chief operating officers are among the most crucial members of any corporation's management team, and yet little literature exists about how their jobs should be structured or what they should bring to the organization. In *Riding Shotgun*, Nathan Bennett and Stephen A. Miles ask when companies should create a COO slot, how they should design the position, and who might be a good choice. The COO's role varies widely from company to company, depending on why the individual was hired in the first place: to act as a mentor to an inexperienced CEO, to run internal operations while the CEO focuses on external matters, or to gain experience as the heir apparent to the corner office. The authors study companies in which the CEO-COO partnership has been brilliant, such as IBM, or disastrous, such as Disney. Some of the most intriguing sections of the book feature interviews with CEOs and COOs who vividly recount their experiences in the No. 1 and No. 2 positions. But the best description comes from Celtic House's Andrew Waitman: "There is an understanding that the COO is the person you would want holding the rope, should you find yourself dangling off a cliff." (Stanford University Press, \$27.95)



identifying and wooing the similar customers who aren't yet loyal to its brand. That's only one of the seven steps Gordman says a company must take to be successful. The others are: determining its market position, identifying its unique "sweet spot,"

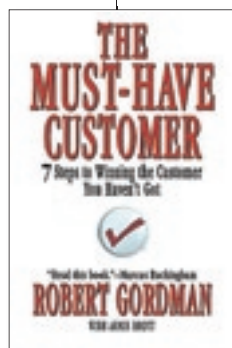
figuring out why customers buy from the competition, focusing on critical strategies, recruiting top employees, and communicating with customers. If that sounds like a great deal of work, it is; and Gordman acknowledges the fact. But he also provides a clean, detailed, sensible plan for how to lead a company

through each step and emerge victorious and profitable. (St. Martin's Press, \$24.95)

In its first ten years of existence, the magazine *Fast Company* covered an astonishing range of business topics by a stellar lineup of authors. Some of the best can be found in *Fast Company's Greatest Hits*, a collection of more than 30 articles from the magazine's archives. Here Mort Meyerson, CEO of Perot Systems in the 1990s, offers his thoughts about why "Everything I Thought I Knew About Leadership Is Wrong." Jim Collins, author of the best seller *Built to Last*, muses on the plausibility of creating and selling companies that are "Built to Flip." Senator John McCain chastises business leaders who do not

go "In Search of Courage." Other articles provide quick biographies of professors, entrepreneurs, and social leaders who have had an impact on the business community. Each selection is followed

"Companies don't die of natural causes; management kills them...one customer at a time," writes Robert Gordman in *The Must-Have Customer*. A company thrives by identifying its own core customers—and then



by a letter to the editor written in response to the article, many airing contrasting views. An intriguing collection with plenty of insights to offer in today's business climate. (Portfolio, \$24.95)

Quick Looks

Looking for a crash course in marketing theories? *The Marketing Gurus*, edited by Chris Murray, is a compilation of summaries of some of the most well-known marketing texts of the past decade or so. Jack Trout and Steve Rivkin explain product differentiation, Faith Popcorn emphasizes the importance of predicting trends, and Philip Kotler uses lateral marketing to create a whole new market. Other fascinating contributions deconstruct the Japanese mindset of the marketer as "egoless servant" or explore the necessity of "one-to-one" consumer marketing. The summaries are concise, easy to digest, and full of insights. (Portfolio, \$24.95)

Jeffrey L. Buller's *The Essential Department Chair* is a plainspoken, eminently useful guide for university administrators struggling with all their critical chores. It gives advice on how to hire, fire, write a job description, deal with difficult staff members, mentor faculty, set budgets, design a code of ethics, and much more. Says Buller, "You've got to know, on a day-to-day basis, how to excel at the many administrative tasks assigned to you." His slim book is an excellent tool. (Anker Publishing, \$32.95) 