

# Bookshelf

■ **Ronald Heifetz not only believes leadership can be taught, he believes a course can be structured so that the classroom itself becomes the learning laboratory—and the experiences**

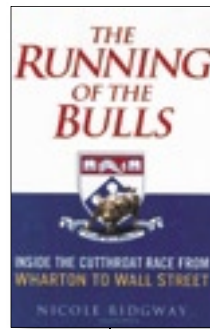
of students within the classroom help define the very concept they're studying. In *Leadership Can Be Taught*, Sharon Daloz Parks follows Heifetz as he teaches a leadership course at the Kennedy School of

Government at Harvard University. She virtually transcribes the first day of class, in which Heifetz, instead of explaining how he will conduct the course, moderates a discussion in which puzzled students are forced to examine what they expect of him—or of any authority figure. Heifetz's overall premise is that, in a complex global environment, a leader must be much more than a charismatic authoritarian individual, an idea that rewrites the very definition of power. "On the one hand, you are less in charge," notes the author. "Yet, within a radically interdependent world, every action has some effect, so one's actions (even when modest) may have more effect than was previously supposed. Thus one's sphere of responsibility is enlarged." Parks offers the whole structure of Heifetz's class as it unfolds, pauses to explain his ideas and methodology, and interviews students as they struggle to grasp and apply new ways of thinking. The book succeeds so well that the reader, like the student, goes through a "crucible" of learning and comes out thinking differently. (Harvard Business School Press, \$29.95)

■ **Anyone curious about an insider's look at a legendary business school might pick up a copy of *The Running of the Bulls*, Nicole Ridgway's**

sharp and detailed account of life inside The Wharton School. Ridgway, who writes for *Forbes* magazine, builds the book around the experiences of a handful of students from the class of 2004. She follows them from their first competitive days as freshmen through the stressful summer internship programs, graduation, and early days on the job. Some students are super-overachievers who thrive on 140-hour weeks as Wall Street interns; others find themselves questioning their career choices and the sacrifices they might be compelled to make. To contrast with their personal stories, Ridgway paints broad pictures of Wharton, the University of Pennsylvania, Wall Street, and the world of investment banking. Overall, it's a fascinating look at a rarified world. (Gotham Books, \$25)

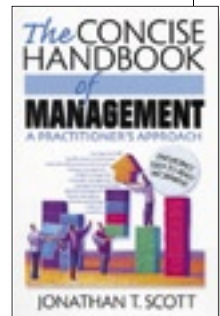
■ **Here's a statement that will make a reader stop and think: "If the entire world were as material-intensive as North America, it would take more than three planet Earths to support the material requirements of the current world population." *Capitalism at the Crossroads* offers many such hard-hitting insights as it builds the case for global sustainable development across all industries. Author Stuart L. Hart—a longtime sustainable development advocate now at Cornell's Johnson Graduate School of Management—argues that companies must move beyond incremental "greening"**



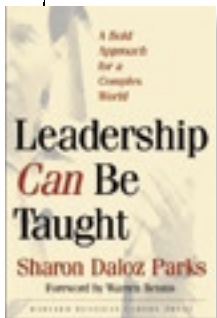
strategies to wholesale revamping of their processes and their technologies. He offers case studies that show how sustainable

development not only has an environmental impact but essentially has saved floundering companies and has led to increased profitability for others. He's both passionate and meticulous, and his book sends a powerful message. (Wharton School Publishing, \$27.95)

■ **The study of management should be fascinating, writes Jonathan T. Scott in *The Concise Handbook of Management*. "Who among us isn't intrigued by money, influence, passion, achievement, success, failure, greed, good deeds, and similar emotions, attributes, and weaknesses? ... What else besides romance, sport, and warfare constantly tries and**



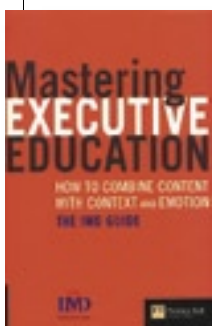
tests an individual both personally and physically against others?" He admits up front that his book offers no new theories, just a common-sense and easy-to-understand approach to management. One of his key points is that management must serve both internal and external customers—employees as well as consumers—if a company is to succeed. In simple, straightforward prose, Scott gives a brief history of management theory, discusses the basics of customer service, touches on employee empowerment, and covers topics such as ethics and leader-



ship. The title is apt: It *is* a concise book, and it isn't buttressed with in-depth case studies and detailed references to recent research. But it does present a practical and thoughtful look at how to manage a business today. (Best Business Books, \$49.94 hardcover, \$29.95 softcover)

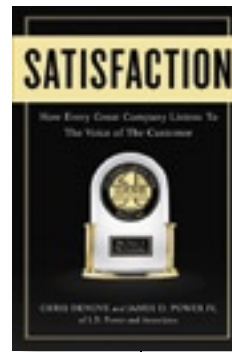
**Executive education has become a money-making mainstay at most business schools, which makes it even more critical that schools deliver the best programs possible. Administrators who want to fine-tune their offerings might consult *Mastering Executive Education*. Edited by Paul Strelbel and Tracey Keys, the book gathers essays by a host of IMD professors who discuss high-impact learning strategies for senior managers. While the book emphasizes relevance and real-world scenarios, the authors stress keys to learning that might seem unexpected: stirring up emotion, creating energy, employing the senses, and putting everything in context. Throughout the book, the authors explain how learning is achieved through four stages when participants challenge,**

investigate, construct, and change their working models. Educators are encouraged to script a classroom session as if it were a play, with scenes and acts that bring drama and closure to specific lecture points. As the editors say, "A much broader, holistic approach to developing the whole person is required to drive effective learning." (Prentice-Hall, \$99.50; £27.99 at Amazon.co.uk)



**Customer satisfaction isn't just a good idea; it can determine whether a company thrives or fails. "There is an intractable connection between high levels of customer satisfaction and shareholder value," say Chris Denove and James D. Power IV in *Satisfaction*. Using all the knowledge gained over the years by consumer feedback company J.D. Power and Associates, the authors build a strong case for determining what is important to the consumer and ensuring the company meets those needs. They discuss how customers become "advocates, apathetics, or assassins" and how, in the Internet age, these customers can express their opinions to a global audience. Graphic examples from companies who have—and haven't—figured out how to achieve customer satisfaction convincingly underscore the basic premise and should make all business owners keen to improve their own relations with customers. (Portfolio, \$25.95)**

**The fallout from every great disaster, be it a hurricane or a business bankruptcy, is made worse because of human errors. In fact, in most of these catastrophes, a series of mistakes combine to make the disaster even worse. Learning the M3 process of "Managing Multiple Mistakes" can avert or at least minimize the worst damage, according to Robert E. Mittelstaedt Jr. in *Will Your Next Mistake Be Fatal?* Mittelstaedt, the dean of Arizona State University's Carey School of Business, chronicles "mistake chains" that have led to airline crashes, company failures, and nuclear meltdowns. Along**



the way, he provides clear insights into what went wrong (unclear division of responsibilities, insufficient training, poor communications) and what warning signs CEOs can look for in their own companies. His examples are diverse but impressive; he notes, "The patterns of mistakes are similar and know no boundaries." His clean prose and well-charted examples, however, provide a clear direction for walking a different path. (Wharton School Publishing, \$25.95)

**Even before messy scandals started reshaping corporate governance worldwide, business leaders were starting to rethink the roles of their boards of directors. But it's no easy task to transform boards from passive groups that rubber stamp the CEO's initiatives to engaged teams committed to improving the company's shareholder value. In *Building Better Boards*, David A. Nadler, Beverly A. Behan, and Mark B. Nadler lay out a blueprint for how to assemble and empower a working team of high-powered individuals who "actually contribute substantial value to the organizations they serve and the shareholders they represent." Covering everything from how to interview potential board members to how to choose a new CEO, the book is detailed, thoughtful, and comprehensive. And, like the new boards it describes, it doesn't shy away from hard topics. (Jossey-Bass, \$39.95) **

