

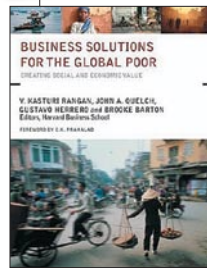
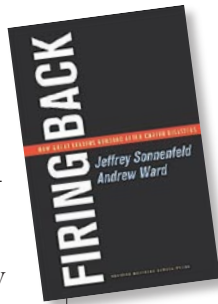
Bookshelf

■ Nobody wants to fail, but if it's

handled correctly, failure can energize an individual and boost a career. It's the part about "handling it correctly" that's tricky. In *Firing Back*, Yale professor Jeffrey Sonnenfeld and University of Georgia professor Andrew Ward carefully lay out a blueprint for overcoming adversity. Their goal is to offer the "first integrated model of resilience through wide application to situations of adversity and catastrophe, drawing upon the lessons of multiple disciplines."

Thus, they discuss post-traumatic stress response and the stages of grief while offering detailed profiles of people who did—and did not—triumph over heavy losses. While some of their examples are from the fields of sports and entertainment, most are business figures, including Donald Trump, Michael Milken, and Martha Stewart. Most inspiring is the story of Jimmy Dunne, CEO of Sandler O'Neill & Partners, which had offices on the 104th floor of the south tower of the World Trade Center. His story not only defines tragedy, but serves as a living example for how to rebound from it. (Harvard Business School Press, \$29.95)

■ **From 1997 to 2000, the Kellogg Commission on the Future of State and Land Grant Universities** issued a series of reports aimed at redesigning public university education to focus more on student engagement and the public good. Among other things, the commission examined the widespread decentralization of the university as individual departments became their own manage-



ment centers and faculty research led to greater fragmentation and specialization. Using the commission reports as a springboard, 16 essayists in *Fixing the Fragmented University*

discuss how to balance research and teaching while providing an excellent education for all. Editor Joseph C. Burke leads the way by declaring, "The answer...is not to end decentralization, which is necessary for faculty creativity and innovation, but to add direction, which is essential for institutional responsiveness and accountability." (Anker, \$39.95)

■ **Companies that want to market to the poor** in India's rural areas can't rely on traditional methods of marketing and distribution. When Castrol Engine Oils wanted to reach these customers, it redesigned products

in smaller packages, at lower price points, and began selling them at mom-and-pop stores, markets, and fairs. That's just one brief story included in the dense, wide-ranging, and fascinating *Business Solutions for the Global Poor*, edited by V. Kasturi Rangan, John A. Quelch, Gustavo Herrero, and Brooke Barton, all of Harvard Business School. The book's essays are based on presentations made at Harvard's 2005 "Conference on Global Poverty:

Business Solutions and Approaches." They're broadly divided into six topics: defining the poor, meeting their needs, building value at the base of the pyramid, designing business models for that market, understanding the role of government, and creating economic and social value. While the authors believe that there is a market to be served and a profit to be made at the bottom of the pyramid, they also strongly argue for social responsibility. "Companies must strike a delicate balance, keeping in mind both their legal obligation to return profits to their investors, as well as their social obligations to the societies in which they operate," write the editors. Markets all over the world are covered in this important, engrossing read. (Jossey-Bass, \$55)

■ **Among the hundreds of books written about leadership, *Exploring Leadership*** is unusual in that it is aimed straight at "college students who want to make a difference." Authors Susan R. Komives, Nance Lucas, and Timothy R. McMahon are professors or faculty consultants involved with leadership initiatives, and their book seeks to put current theories into a sensible, practical format for students in a wide range of academic disciplines. While it discusses the "great man" approach to leadership, the book really focuses on self-awareness, understanding of others, followership, and collaboration. True leaders, they say, are purposeful, inclusive, ethical, empowering, and process-oriented. The book works well as a handbook for students, covering a great deal of material in a thoughtful and inspirational manner. (Wiley, \$30)

"DEMOGRAPHIC AND OTHER STRUCTURAL SHIFTS ARE GIVING AN URGENT EDGE TO THIS CHALLENGE OF BETTER UTILIZING WOMEN." —Sylvia Ann Hewlett, *Off-Ramps and On-Ramps*



The careers of women tend to have vastly different shapes than the careers of men. Thirty-seven percent of highly qualified women voluntarily drop out of the workforce for an average of 2.2 years. Ninety-three percent of them eventually return to work, but only 40 percent return to full-time mainstream jobs. These are among some of the statistics quoted in Sylvia Ann Hewlett's *Off-Ramps and On-Ramps*, based on a survey of thousands of executives sponsored by members of the Hidden Brain Drain Task Force and conducted by Harris Interactive. Women crave flexibility to cope with childcare and eldercare needs, but many also leave jobs because their careers are unsatisfying or unrewarding. How can corporations retain or lure back the talented, experienced women who have grown wary of the business environment? Hewlett profiles programs at companies like American Express, Ernst & Young, Lehman Brothers, and the U.K.'s BT. "Demographic and other structural shifts are giving an urgent edge to this challenge of better utilizing women," Hewlett writes. If keeping female talent translates into achieving a competitive advantage, as Hewlett posits, she's created the handbook for staying ahead of the competition. (Harvard Business School Press, \$29.95).

crisis they're in and how to defuse it—and they don't mince words. In their very pro-business, somewhat anti-media, and always outspoken book, they delve into the nuances of spin, the power of blame, and the roles of fate and chance. "Human beings understand the world in terms of archetypal narratives—stories with clear villains and victims and vindicators—and effective crisis management must accept that," they write. Whether the crisis is caused by internal error or an outside attacker with a bitter agenda, they say, companies can survive if they have strong leaders, a flexible reaction plan, a high threshold for pain, a commitment to their own defense, and a certain amount of luck. Written in pungent and no-holds-barred style, the book is a fascinating account of life inside the maelstrom. (Viking, \$24.95)

As they focus intently on improving the next iteration of their products, executives often don't pay attention to how the world has changed and customer desires have changed with it, says Erich Joachimsthaler in *Hidden in Plain Sight*. By operating from the perspective of what customers want, rather than what their companies have to offer, business leaders can create radically new products like the iPod or the Swiffer. "Customer advantage reflects a capacity to leverage a deep understanding of how people absorb or assimilate products and services into their daily routines," Joachimsthaler writes. Citing case studies of innovations at companies



like Procter & Gamble and GE Healthcare, Joachimsthaler shows how putting the customer at the center of the business can usher in a whole new era. (Harvard Business School Press, \$29.95)



Accidents happen, and virtually every business owner at some point will be facing controversy, allegations of wrongdoing, product recall, or some other unpleasant situation. In *Damage Control*, Eric Dezenhall and John Weber offer the tools to help executives figure out what kind of

"Leadership is needed for problems that do not have easy answers," says Michael Fullan in *Leading in a Culture of Change*. In his view, effective leaders must integrate five key components: a moral purpose, an understanding of change, an ability to build relationships, a skill for creating and sharing knowledge, and a talent for bringing disparate elements together coherently. Using examples drawn from both business and education, he walks the reader through real-life scenarios in which organizations succeeded or failed by following or ignoring these five components. He also examines how his theories dovetail with those of other leadership gurus—from Gary Hamel to Daniel Goleman—and leaves readers pondering how to improve their own management styles. (Wiley, \$18)

