

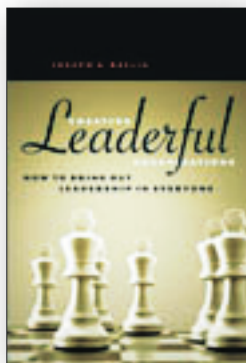
Bookshelf

Everyone's a Leader

In the debate over what constitutes leadership, Joseph A. Raelin offers his theory that everyone can—and should—be a leader. He lays out his premise in the opening paragraph of *Creating Leaderful Organizations*: “In the twenty-first century organization, we need to establish communities where everyone shares the experience of serving as a leader, not sequentially, but concurrently and collectively.”

Easier said than done. First, shared leadership requires dismantling the traditional hierarchy, which Raelin notes is frequently difficult to do; even experts who currently espouse notions of collaborative leadership often fall back on classic definitions of leaders and followers, he says. Second, it requires everyone who desires to be a leader to do a candid personal assessment of strengths, weaknesses, motivations, and belief systems. Third, creating universal leadership sometimes means overcoming the resistance some employees have to the very concept of becoming leaders—they find it much easier to go along doing what they're told, without having to invest any more of themselves into their jobs. “Individuals and communities are not generally standing by, primed to assume leaderful behavior,” he warns. “They need to evolve both an appreciation for and an ability to adopt leaderful practice.”

However, all the hard work will be worth it, Raelin maintains. In Chapter 5, he quotes various studies that show how an engaged, satisfied workforce contributes significantly



to a company's bottom line. His corollary conclusion is that a workforce consisting of all leaders is bound to have similar remarkable numbers—and be a much better place to work. (Berrett-Koehler Publishers Inc., \$22.95)

The Future of China

In *China: The Race to Market*, INSEAD professor Jonathan Story addresses the complex historical, financial, and cultural factors that have brought this great nation to its present status—and that might determine what role it plays in the future. In lucid, detailed formats he presents the most popular views on how China might transition into a more pre-eminent position. In one view, China emerges as a belligerent nation; in another, it subsides into a second-rank middle power. Story rejects the extreme views, saying, “I argue that Communist China is not dying but is morphing into something else; it gives priority to domestic affairs in order to emerge in the longer term as a pillar of global society. The factor of time is thus crucial to an understanding of China, and how to operate there.”

Story then takes a close look at China's global alliances and relationships with near neighbors, always coming back to the strong influence of the U.S. “For the foreseeable future, I argue, the USA is the vital partner for China,” he writes. “To achieve social and economic development, China needs as peaceful and secure a domestic and global environment as possible. The USA is

the best placed nation to offer or obstruct this.”

Of course, China's development is not solely a matter of U.S. intervention, and Story explores the country's relationship to Japan, Russia, and other nearby nations. He also deconstructs China's financial markets and political situation. The book is an excellent portrait of a country feeling its way cautiously, but with great potential force, into the 21st century. (Prentice Hall, \$24.95)

Quick Looks

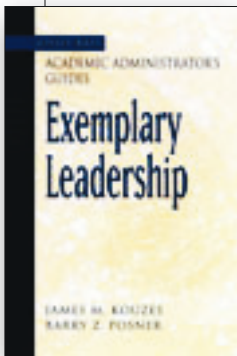
“Leadership is a relationship.” That's one of the simple but valuable insights James M. Kouzes and Barry Z. Posner offer in *Academic Administrator's Guide to Exemplary Leadership*. While building relationships, they say, leaders also model the way for others; inspire a shared vision among the people who work with them; challenge the existing process or system; enable others to act; and encourage the heart of their constituents “to continue even when they might be tempted to give up.” By these criteria, virtually everyone can be a leader at some time—and that's exactly their point. The book originated in a study the authors did in which they asked “ordinary people to describe extraordinary experiences.” While they put the resulting patterns of behavior into the academic context for this book, it's

clearly a treatise that applies to professions and professionals across the board. (Jossey-Bass, \$18)

We all go through life judging people and situations by our own preconceived notions of what is good and bad. When we take these



preconceptions to the workplace, we can find ourselves responding to other people's behavior as if it is inappropriate, when in fact it is just something that makes us uncomfortable. If we take every opportunity—stressful, tense, or unexpected—as a learning experience, we can grow both as individuals and as employees. Judith Anderson presents these and other theories in *The Path to Corporate Nirvana: An Enlightened Approach to Accelerated Productivity*. Through examples of work situations she encountered while acting as a consultant, she shows readers proto-



typical corporate players such as the smart but controlling CEO and the top manager whose neck-veins are always popping with anger. As she learns to understand her own emotional reactions to them, she begins

to help others confront their own fears and preconceptions. Ultimately, what's achieved is free and open communication in the workplace—and a much more productive company. (Silver Falls Press, \$24.95)

A successful CEO, argues Jorge A. Vasconcellos e Sá in *The Neglected Firm*, must be both manager and entrepreneur. He must handle the day-to-day problems and opportunities that exist within his company's current structure, and he must always be looking to the future to determine what changes lie ahead. If he does not do both, simultaneously, his company will fail. "To manage the future firm within the small breaks that managing the present

firm allows requires one's mind to jump from concrete, urgent problems, which require immediate action during a small time span, to more abstract, fundamental issues whose analysis requires large amounts of patience and time," he writes. In this book, he offers a step-by-step approach to planning for the future: defining and evaluating the present strategy, creating alternatives and selecting the best ones to implement; then changing critical departments to create new efficiency. Graphs, charts, and case studies help illustrate all points. (Palgrave, \$75)

If the future of business really will consist of geographically far-flung teams working across time zones to solve problems and create products, George and Keith Van Ness have provided the roadmap for how to succeed. In *Being There Without Going There*, the authors follow the

story of a fictional company that wants to "keep quality and innovation high, while taking 20 percent out of the product launch cycle and 12 to 15 percent out of costs in an organization that is already stretched thin. Then integrate four acquisitions over a year without moving them to one of our engineering campuses." The solution is a distributed organization, and the book lays out the keys to managing that workforce. The primary tools are technological, of course—including an Internet meeting manager, Web cams, instant messenger, and telephone headsets. But the book doesn't overlook the human component of the distributed team, and the authors go into detail about how to bring people on board and manage off-site personnel. The book takes a clear, direct, and easy-to-follow approach to understanding how to manage the complex workforce of the future. (Aspatore, \$24.95) 