

# Bookshelf

■ **Over the centuries, the world has moved**

from the Agriculture Age to the Industrial Age to the Information Age; each transition has been helped along by upgrades in affluence, technology,

and globalization. No surprise, then, that the modern confluence of wealth, technology, and global connectedness is spurring us into a new era—the Conceptual Age. While knowledge workers such as computer programmers

and accountants ruled in the Information Age, a whole new group of people will shape the world in coming decades: artists, inventors, designers, storytellers, and dreamers. So says Daniel H. Pink in *A Whole New Mind*, which investigates how right-brain skills such as emotion, synergy, and empathy will be in higher demand than left-brain skills of logic and sequence. Pink's informal and entertaining language is always a delight to read; his ideas are equally appealing. Pink believes the aptitudes that will carry workers triumphantly through the Conceptual Age are design, story, symphony, empathy, play, and meaning. These capabilities, once considered frivolous, "will determine who flourishes and who flounders." Let the new age begin. (Riverhead Books, \$24.95)

■ **Chiropractor Jeff Greenfield** wanted to attract patients to his new practice, but how could he draw attention in a crowded market? He decided to treat anyone—even those without insurance and those who couldn't pay—

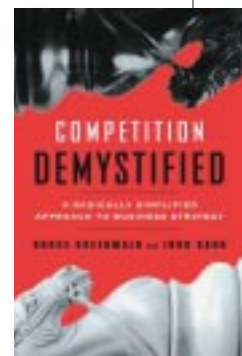
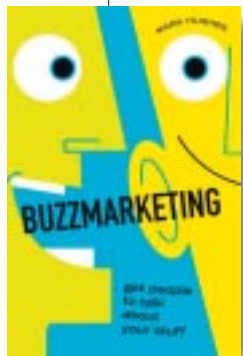
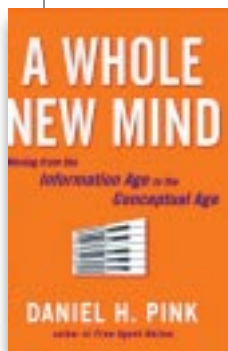
with the stipulation that they had to tell everyone they knew what a great chiropractor he was and how he'd changed their lives. He eventually built a multimillion dollar business, mostly from word-of-mouth advertising that created "buzz" about his service. His tale is just one of the fascinating and thought-provoking case studies Mark Hughes offers in *Buzzmarketing*, which is accurately subtitled *How to Get People to Talk About Your Stuff*. Hughes' ideas are a little zany but most of them have been proven to work—for Miller Lite, for Half.com, for "American Idol." Hughes makes marketing seem both fun and successful. (Portfolio, \$23.95)

■ **Is the covenant between** society and institutions of higher education undergoing a worrisome transformation? Many believe it is. Some leaders are concerned that "higher education is forgoing its role as a social institution and public role in society and is functioning increasingly as an industry," writes Adrianna J. Kezar. She has joined with Tony C. Chambers, John C. Burkhardt, and others to write *Higher Education for the Public Good*, which examines the changing role of universities in today's society. Their observations are bolstered by commentary of experts from the National Forum on Higher Education for the Public Good, formerly the Kellogg Forum. They acknowledge that education's "historic agreement

with the American people" constantly evolves to meet present times, but they also fear that higher education is in danger of losing its way. The book is a dense and detailed look at the compact between education and society. (Jossey-Bass, \$40)

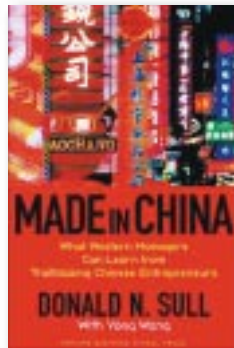
■ **While Michael Porter has** identified five forces that govern competitive strategy, Bruce Greenwald and Judd Kahn believe one of them is far more significant than the others: barriers to entry.

"If there are barriers, then it is difficult for new firms to enter the market or for existing companies to expand," they write in *Competition Demystified*. "If there are no barriers to entry, then many strategic concerns can be ignored." The top three barriers—which also act as competitive advantages for existing companies—boil down to supply, demand, and economies of scale. For instance, a company has a demand advantage when customers are "captive" to its products because the costs of switching to new products are so high; this creates a barrier to entry for a new company with similar products or services that are too expensive or time-consuming to implement. The authors also offer straightforward advice for both entrenched corporations and feisty newcomers: Think locally, expand strategically, and always defend your territory. Clear writing and plenty of real-life case studies make the book easy to read and the arguments persuasive. (Portfolio, \$26.95)



**In *Made in China*, Donald N. Sull**

takes readers through a fascinating tour of entrepreneurship in China—and the lessons that any leader can learn from that country’s tumultuous business climate. He follows the fluctuating fortunes of eight companies in major industries, giving the history of the founders and describing the obstacles they have overcome. From their stories, he extrapolates how any entrepreneur can succeed in a volatile market. For instance, Zhidong Wang’s ability to capitalize quickly on the unexpected but golden opportunity of the Internet helped turn Sina Corp. into the most successful Internet portal in China. Similarly, writes Sull, any entrepreneur can learn to navigate the “fog of the future” to identify make-or-break threats and opportunities. The lessons are smart and well-reasoned, but it’s the stories of Chinese entrepreneurship that make this book absorbing. (Harvard Business School Press, \$35)



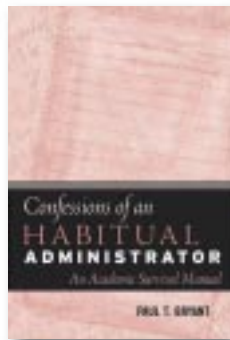
particular “law of academic administration” is only one of the many scattered through this slim, provocative, intelligent, and readable book. Bryant—whose long career has spanned stints as professor, department chair, and dean—offers personal anecdotes to give a glimpse into the complex job that is university administrator. Many of his lessons hold equally true in the business world, but a few of the more entertaining insights seem unique to academia. (Anker Publishing, \$35.95)

**Why do some entrepreneurial ventures**

thrive while others fail? In *Startups that Work*, Joel Kurtzman and a team of researchers sought the answer by studying 350 successful startups in the U.S., Europe, and Israel. They also conducted hundreds of interviews with entrepreneurial CEOs. Kurtzman discovered that it takes a particular type of

personality to be CEO of a startup—a much different one from the type needed to run an established corporation—and that without an excellent management team, a startup has no hope of survival. Kurtzman has developed easy-to-read visuals he calls “star charts” that show how

well companies are succeeding in nine key areas. The interview transcripts are always interesting, the case studies make strong points, and the whole book feels rich with ideas and helpful information. It’s a terrific read for anyone interested in entrepreneurship. (Portfolio, \$25.95)



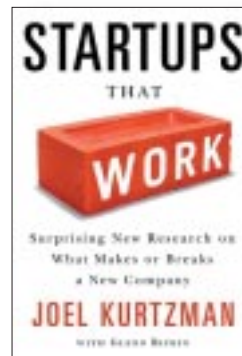
**“A university has no memory and**

no conscience,” writes Paul T. Bryant in *Confessions of an Habitual Administrator*. It might sound harsh, but the author hastens to explain how his “Second Law of Academic Administration” should be interpreted by someone interviewing for any administrative job within a university. “Years of faithful and effective service to a university will carry no weight with a selection committee,” he says. The university will choose a candidate based on its needs at that moment, meanwhile forgetting past promises made by predecessors. That

**Extreme sports enthusiasts have very specific**

needs. For instance, those who go canyoning—rappelling down the middle of an active waterfall into a canyon—might need a quick, reliable way to cut themselves free of a trapped rope. If the right product doesn’t exist on the market, the canyoner will invent it. But innovation and product customization are not confined to the elite practitioners of extreme sports. Innovation occurs constantly among the “lead users” of a whole host of products and industries, according to Eric von Hippel in *Democratizing*

*Innovation*. Lead users—those who are ahead of trends in their particular field and willing to experiment to create solutions—can be found among surgeons, librarians, and software users. Manu-



facturers who pay attention to the needs of lead users can often streamline and improve their own products, but the partnership between individual innovators and major corporations is sometimes uneasy. Von Hippel presents a persuasive case for the benefits of

encouraging lead users to innovate and a truly intriguing look at what they’ve contributed to the world so far. (The MIT Press, \$29.95) 