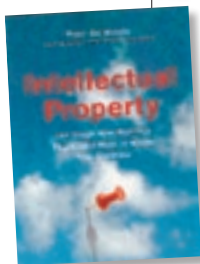


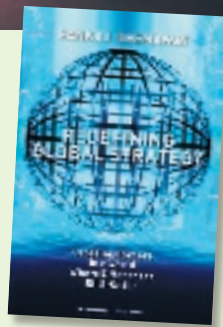
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■ **Everyone hates a phony, but customers**

may hate phonies most of all. In an economy where consumers are not just buying goods, but experiences, the genuineness of the product will be what determines buyer satisfaction. So say James H. Gilmore and B. Joseph Pine II in *Authenticity*, which examines how everything from pervasive technology to breakdowns in social institutions has led customers to long for experiences that are more human, more real, and more believable. Though it seems somewhat counterintuitive to learn how to render authenticity, the authors offer exactly that sort of guidance. They say consumers will find products and services to be authentic if they are: “earth-based,” such as products made with natural ingredients; based on unique or original designs; done with exceptional care or offered with exceptional personal service; drawn from historically accurate traditional sources; or seen as capable of exerting consequential influence on other entities, a description true of many environmentally friendly products. The payoff is huge, say Pine and Gilmore: “When consumers want what’s real, the *management of the customer perception of authenticity* becomes the primary new source of competitive advantage—the new business imperative.” (Harvard Business School Press, \$26.95)



GEORGE DIEBOLD/GETTY IMAGES



■ **Maybe the world isn’t flat after all.** Harvard and IESE professor Pankaj Ghemawat certainly doesn’t think so, and he’s concerned about current attitudes toward the inevitability of globalization. In *Redefining Global Strategy*, he argues that

the world is not going to become one huge, borderless free trade zone any time soon. What he envisions instead is “semiglobalization,” a slower and more reasoned approach to expanding global trade. He recommends that companies hoping for international expansion first closely examine what they have in common with their target countries, based on the framework he calls CAGE—that is, factors aligning along cultural, administrative, geographical, and economic dimensions.

Do the potential trading partners share a language, a border, legal systems? Their chances of a compatible match are much higher. Ghemawat refines the framework to examine how a global expansion is more likely to succeed if the industry itself translates well from one country to another as judged by the CAGE factors. “If businesses want to cross borders successfully, they need to pay serious attention to the sustained differences between countries in developing and evaluating strategies,” he says. It’s clear he’s not expecting corporations to stop their global development—he’s just warning them to slow down. (Harvard Business School Press, \$29.95)

■ **The world has moved from a land-based to a capital-based to an information-based economy, and even innovative products are quickly copied and commoditized.** In such a world, says Dov Seidman in *How*, it doesn’t matter so much what a company makes or sells; what will distinguish a corporation is how it produces goods and interacts with customers. That’s particularly true because pervasive technology makes it harder and harder to hide bad behavior or defective processes. Seidman explores all sorts of fascinating side roads about human psychology—trust, altruism,

and the development of values—as he repeats his central message that we live in a time where sharing and collaboration offer the best chance of competitive advantage. “The tapestry of human behavior is so diverse, so rich and so global that it presents a rare opportunity, the opportunity to *outbehave the competition*,” he writes. He makes his points with elegance and conviction. (Wiley, \$27.95)

■ **Intellectual property, like physical property, receives protection under the law, but that protection is constantly subject to reinterpretation as technology improves and attitudes change.** “Marking off the boundaries of

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intellectual assets is like drawing lines in water,” writes Stanford University law professor Paul Goldstein in *Intellectual Property*. He explores the thorny issues surrounding patents, copyrights, trademarks, and trade secrets, and how all of them have evolved. Particularly fascinating is the discussion about the complex relationship between copyright law and technological advances. Goldstein dissects the legal and political maneuvering on the part of movie studios faced with successive threats from broadcast television, cable TV, videocassette recorders—and now, DVR technology. Timing is everything, he asserts. File for legal protection too soon, and the technology will be so new that no one will understand how it can pose a threat. File too late, and the technology could be “so well-entrenched among users that no court or legislator will dare to shut it down,” Goldstein writes. The topic is wide-ranging, since everything from drug formulas to software programs can be considered intellectual property, and Goldstein makes the book an absorbing read. (Portfolio, \$27.95)

“Leadership is not about personality; it’s about behavior,” write James M. Kouzes and Barry Z. Posner in *Leadership Challenge*. While they’ve conducted new research for the fourth edition of this classic, it overwhelmingly supports their original conclusions, first presented



nearly 25 years ago. And a leader’s behavior remains at the heart of the authors’ “five practices of exemplary leadership.” A leader must model the way, inspire a shared vision, challenge existing processes, enable others to act, and encourage the heart. At the same time, employees look for a leader who is honest, forward-looking, inspiring, and competent. “What we found in our investigation of admired leadership qualities is that, more than anything, people want to follow leaders who are credible,” write Kouzes and Posner, both of Santa Clara University. “*Credibility is the foundation of leadership.*” The book explores the many journeys individuals have taken on the path to dynamic leadership. (Jossey-Bass, \$29.95)

Everyone can instinctively understand the message inherent in the title *Juggling Elephants*, a time management book in which Jones Loflin and Todd Musig elaborate on how it feels to try to handle too many big projects all at the same time. Loflin and Musig deliver their advice in the form of an allegory about the circus and one busy executive’s realization that his own life consists of three busy rings crowded with demanding acts. Counsel from the ringmaster brings this executive to some basic truths: “Not all acts

belong in my circus. I need to line up my acts based on what will create an effective performance.” The messages aren’t particularly new, but the presentation is entertaining. (Portfolio, \$19.95)

The last few decades have seen significant growth in powerful nonprofits that are having a measurable impact on a wide array of the world’s ills—such as poverty, hunger, and environmental destruction. What has made them so effective? In *Forces for Good*, Leslie Crutchfield and Heather McLeod Grant study 12 of the most successful nonprofits of the last couple of decades, including Habitat for Humanity, Teach for America, and America’s Second Harvest. They believe that truly great nonprofits share six practices: They offer advocacy and service programs; partner with business; inspire evangelists; nurture networks of allied organizations; adapt when necessary; and share leadership throughout the organization. “It’s the end of charity as we know it, and the beginning of high-impact philanthropy,” the authors write. They add that, for today’s nonprofits “to be true forces for good, they must learn new ways of thinking and acting.” (Jossey-Bass, \$29.95)

Ever since Six Sigma came on the scene, companies have been assiduously working to perfect their processes and eliminate defective products. But one huge, key part of the business equation is impossible to manage that way: the human component that encompasses both employees and customers. In *HumanSigma*, John H. Fleming and Jim Asplund explore the ways human interactions can affect business success—and

how they can be managed to do so. These interactions can't be rigidly scripted, they warn, or managers risk focusing too much on processes and not enough on outcomes. Instead, they insist that emotion will underlie any good employee-customer interaction and that employee and customer experiences must be measured together if the results are to mean anything at all. Once managers understand the way employer-customer relationships work at their companies, they can improve them, even if that requires widespread organizational change. Is it worth the effort? According to the authors, companies that applied Human-Sigma management principles have outperformed their peers by 26 percent in gross margin and 85 percent in sales growth. Worth it, indeed. (Gallup Press, \$25.95)

■ **101 Leadership Tips** is a charming little book in which Danny R. Arnold and Ahmad Tootoonchi of Frostburg State University come across as wise uncles sharing years' worth of accumulated wisdom. The tips are divided by topic—remembering your human side, communicating with followers, developing a decision-making process—but all of them are presented in the same straightforward, friendly tone of a respected elder offering really good advice. “Everyone has ambition. Show only a little of it,” they recommend. Also, “A good leader inspires his or her followers. You should attempt to convert simple jobs and projects into *quests*.” The book isn't ground-breaking, but it's insightful; it lays out an action plan and a code of behavior that any leader would do well to follow. (Pearson Custom Publishing, \$22.67) 



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