

Bookshelf

■ Just the opening chapter of *Watch This*

Listen Up Click Here is enough to make a reader's head spin with the giddy possibilities of the future of marketing. In that chapter, authors David Verklin and Bernice Kanner predict the future of advertising as it will irrevocably be changed by new media and new methods of consuming them. As consumers flock to on-demand TV, watch videos over their cell

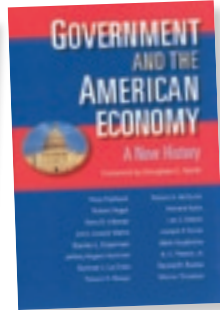
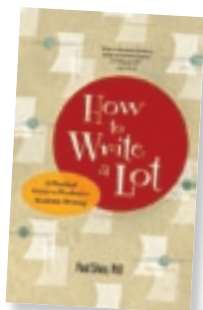


phones, and drive past billboards whose LED displays are customized to suit the radio station that's on in the car, marketers will need a whole new strategy to reach them. "Empowered by technology, people will be even more agnostic about, and promiscuous with, their use of and control over media," write Verklin and Kanner. "Eyeballs"—audience size and raw impressions—used to matter. By 2008, engagement (involvement) will be the metric that matters to marketers." In successive chapters, the authors analyze what's happening today in various media, from television to newspaper to Wikipedia, with a wealth of detail and insider knowledge. The book is simultaneously fun and mind-boggling, written with zest and bursting with ideas. (Wiley, \$24.95)

■ Publishing research is a key part of most

professors' job descriptions, but some of them find it much easier to collect data than to write about it. Paul J. Silvia's breezy little book, *How to Write a Lot*, helps academics turn themselves into authors

by offering practical, useful advice about setting schedules, meeting goals, and avoiding common mistakes of bad writing. Silvia is a psychologist who assumes many of his readers will be psychologists, too, but his lessons are perfectly apt for



any faculty member struggling to produce a book, a paper, or a grant proposal. As an added bonus, the book is a delightful read. "Revising while you generate text is like drinking decaffeinated coffee in the early morning: noble idea, wrong time," Silvia writes. "Your first drafts should sound like they were hastily translated from Icelandic by a nonnative speaker." Any would-be writer can benefit from such advice. (American Psychological Association, \$14.95)

■ They say that history is written by the

winners, but history might be even more interesting when it's written by the economists. *Government and the American Economy* is just such an exercise, a selection of 17 essays offered by Price Fishback and 15 other authors, most of them economics professors. Between them, they break down and examine the major periods of American history, from Colonial times to the Civil War to the post-World War II era, always looking at how governmental policies shaped the economy and vice versa. It's a

fascinating journey. In his contribution on "The Civil War and Reconstruction," Jeffrey Rogers Hummel shows how paying for the war led to all sorts of shifts in government, many of them permanent and not all of them related to finance. For



instance, the printing of paper money during the 1860s led to a surge in counterfeiters, and the Secret Service was first organized to hunt them

down. "This illustrates that more often than not, if one traces the origin of some government agency seemingly unrelated to national defense, one discovers that it arose in the fertile soil of war," Hummel writes. It's an eye-opening view. (The University of Chicago Press, \$85 clothbound, \$35 paperback)

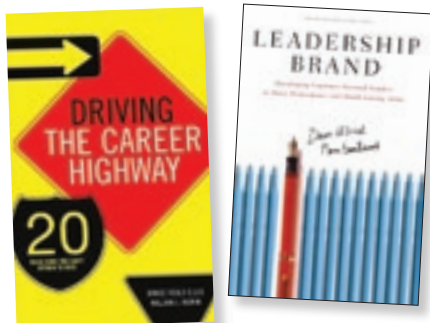
■ The teen years are tumultuous times for

humans, and that goes double for corporations. In *No Man's Land*, Doug Tatum describes the rough adolescence of rapidly growing companies that are "too big to be small, too small to be big." To navigate this harsh terrain, he says, business owners must master the four M's: They must understand the transition occurring in their *market*; address the *management* changes required by their growth; test their *model* for profitability; and understand how to attract the needed *money*. Tatum also offers four possible outcomes that follow hard on the heels of any rapid expansion. The entrepreneur might decide to stay small. He might continue to grow, though that requires

Bookshelf

evolving. He might be acquired by a larger company. Or he might go out of business. The companies that survive will emerge stronger, he says: “Growth should spark self-discovery, acquired discipline, and positive but difficult transition.” In other words, a hard-won maturity will see companies through the challenges ahead. (Portfolio, \$24.95)

■ **“The average lifespan of the CEO job** today is three-plus years,” according to Janice Reals Ellig and William J. Morin in *Driving the Career Highway*. Top executives aren’t the only ones hunting for jobs every few years. Any working individual is liable to fall victim to company downsizing or encounter the more personal demons of boredom and burnout. Since job change is inevitable, these authors argue, all workers need to develop their own career roadmaps—and learn to recognize signs along the way. A stop sign means drivers should pause or take time out to think about their careers. A notation of “dead end” means this particular job isn’t working any more and the professional must find another route out. The analogy works surprisingly well throughout the book, which offers exercises to help readers figure out where they are on their journeys and how to get to better destinations. There’s a whiff of motivational



MOTIVATED GROUPS OF INDIVIDUALS WORK TOGETHER TO SHARE INFORMATION ABOUT NEW TECHNOLOGY, DRIVE POPULARITY OF NEW PRODUCTS AND SERVICES, AND EVEN SOLVE DAUNTING SCIENTIFIC CHALLENGES. THE AUTHORS DESCRIBE THESE GROUPS AS “SWARMS” THAT SHARE KNOWLEDGE FOR THE COLLECTIVE GOOD OF THE HIVE.



It’s hard to define what’s cool, and it’s even harder to guess what masses of consumers will think is the next indispensable trend. Or is it? In *Coolhunting*, Peter Gloor and Scott Cooper break down the way social networks perform and how marketers can learn from them. The authors, both connected to MIT, analyze how motivated groups of individuals work together to share information about new technology, drive popularity of new products and services, and even solve daunting scientific challenges. Using a recurring analogy to bees, Gloor and Cooper describe these groups as “swarms” that share knowledge for the collective good of the hive, whether they’re choosing a new leader or going after a new source of food. Humans create similar collaborative innovation networks, which the authors call COINs. Marketers who understand the swarm mentality can use it to go “coolhunting,” or to predict what items and what systems will suddenly become fashionable. There are many layers to this book, but readers will leave convinced that social networks hold the key to the future. (AMACOM, \$24.95)

speaking to the exhortations, but it’s far more appealing than the fumes from a broken-down vehicle stranded on the wrong highway. (Thomas Nelson, \$24.99)

■ **Leadership is more than the behavior of a charismatic individual, and it’s more than a succession plan at a well-run company. Leadership is a promise**


to stakeholders and customers that what they want will be delivered well into the future by a company they have come to trust. If you think that sounds more like building a brand than grooming a leader, you’re right on target with the basic premise of *Leadership Brand* by Dave Ulrich and Norm Smallwood. In dissecting the fruitful concept of leadership,

the authors want to shift the focus from the individual to the company and its culture of sustaining the next generation of leaders. One way those leaders will be able to succeed is by continually aligning the company with the desires of customers. “Simply stated, leadership brand is the identity of the leaders throughout the organization that bridges customer expectations and employee and organizational behavior,” they write. Perhaps not so simple after all, but certainly a sharp new lens through which to view an old topic. (Harvard Business Press, \$29.95)

■ **Wouldn't you like to get advice about branding from the head of one of the most visible brands in the world?** In *Lessons on Leadership*, former



Coca-Cola president Jack Stahl offers just that—and a wealth of other ideas about how to effectively run a company. While he also offers on-target and no-nonsense advice on employee development, customer relationship

management, financial strategy, and other business areas, the chapter on branding is particularly appealing. Says Stahl, “A ‘brand’ represents a promise to consumers of what to expect from a product or service.” Not only that, a successful brand can be summarized in a simple statement that both the outside customer and the internal marketers understand. “Unclear brand positioning,” Stahl writes, “results in a *scattered and very expensive* approach to the development of your marketing programs.” The rest of Stahl’s chapters are equally as forthright and to the point. (Kaplan Publishing, \$22) 



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