

WORTH MENTIONING

A List of New Books Compiled by
The Management and Government Information Center (MAGIC)
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Indicates titles relating to the FISH Philosophy

MAGIC compiles **Worth Mentioning** from a variety of literary sources. The staff recognizes, though, that the list is not inclusive. If you have read a noteworthy book, and believe that it might be of general interest to subscribers, we invite you to submit the title to magic2@pwcgov.org.

MANAGEMENT/LEADERSHIP

The Art of Woo: Using Strategic Persuasion to Sell Your Ideas by G. Richard Shell and Mario Moussa, 2007

Shell and Moussa define *Woo* as: "The ability to win people over to your ideas without coercion, using relationship-based, emotionally intelligent persuasion." In other words, they perceive *Woo* as a systematic, repeatable strategy for putting your ideas across; i.e., convincing others. The authors consider it to be one of the most important skills of any manager whose work requires them to rely on influence. They emphasize that the "...best books on management also emphasize..." focusing on others, citing for example the fifth of Stephen Covey's **Seven Habits of Highly Effective People**: "Seek first to understand, then to be understood."

The Dynamic Path: Access the Secrets of Champions to Achieve Greatness through Mental Toughness, Inspired Leadership, and Personal Transformation by James M. Critin, 2007

Critin asserts that great leaders generally share "...key attributes, such as competitive drive, raw intelligence, and prodigious work ethic." Notwithstanding, he early recognized that there was an elusive fundamental which truly defined great. His research subsequently led him to believe that the greatest achievers and leaders uniquely share more than just extraordinary talent. They eventually encountered a momentous decision point which Critin terms "Dynamic Moment." The essence of his book, then, is to provide a blueprint to successfully confront that moment and "...to take a conscious choice to change in order to progress." The author emphasizes in conclusion (pp. 199-208): "You're at a crossroads, and we're here to help."

It's not about the Coffee: Leadership Principles from a Life at Starbucks by Howard Behar with Janet Goldstein, 2007; and **Starbucked: A Double Tall Tale of Caffeine, Commerce, and Culture** by Taylor Clark, 2008

Behar presents a paean to the management principles that established the extraordinary Starbucks success; while Clark perceives Starbucks as contributing to the deterioration of American culture. In the former, Behar's classic premise is: "...that if you regard employees and customers as human beings, everything else will take care of itself." He reveals his ten personal leadership principles that helped maneuver Starbucks to its present prominence when he was president. They include: Know Who You Are; Think Independently; Be Accountable; and Take Action. Clark's tome, on the other hand, superficially appears to be an ominous expose', in which he observes that "...many of the things we know about the coffee chain are false." But his true concern is apparently what he views as the negative affect on local culture. "Starbucks diminishes the world's diversity every time it opens a new café." It eventually becomes clear that Clark is actually alluding to mom-n-pop businesses everywhere being overpowered

by colossal franchised operations: “What we like about society are most often the things that modernization eliminates.” Nonetheless, it is ironic that both of these books are published when Starbucks itself faces a major juncture. Among much media attention, its founder and former CEO, George Schultz, recently returned to the helm to stem a downward spiral. Read “**Starbucks Fix**,” an interview in **Fortune** (February 4, 2008; p. 14), to better understand his intent; or read “**Wakeup and Smell the Coffee**” (**Time**, April 7 2008, p. 46) for an assessment of Schultz’s initial impact.

Judgment: How Winning Leaders Make Great Calls by Noel M. Tichy and Warren G. Bennis, 2007

The authors contend that “...judgment is the essence of leadership.” Moreover, the quality of a leader’s judgment determines the fate of the entire organization. They allow, though, that “judgment” is indeed a murky concept due to the attendant vagaries and uncertainties. Their rather academic definition doesn’t really clarify their proposition: “It is a contextually informed decision-making process encompassing three domains: people, strategy, and crisis.” Do not be dismayed, though. **Judgment** is actually two-books-in-one. Tichy and Bennis truly get down to basics in “**Handbook for Leadership Judgment**” (pp.285-370) which provides “...a framework for evaluating any situation, making the call, and correcting during the execution phase.”

See Jane Lead: 99 Ways for Women to Take Charge at Work by Lois P. Frankel, PhD, 2007

Dr. Frankel addresses the conundrum that “...women lead all the time—they just don’t call it leadership.” That is precisely why she wrote this book: “I want you to see that you *are* a leader and you *do* have what it takes to lead...” She outlines helpful strategies and insights such as why people must be led, not managed; how to be assertive, not aggressive; how to plan to fail (“because sooner or later all of us do”). The author also has compiled a list of “role models,” observing that each has the ability to get people to follow them. She concludes that great leaders make others feel comfortable around them and possess high emotional intelligence.

Executive networking is a long-accepted practice. But is cycling replacing traditional golf as the standard mode? None other than Stephen Covey, best selling management author, says yes. In “**A New Spin on Success**” (**USA Weekend**, March 21-23, 2008; p. 20), Covey notes: “Many successful people are pedaling...to develop strong professional social circles.” In a rapid-paced, 24/7 environment, they find golf slow and sedentary, not to mention too time consuming. If you want to trade in the clubs, he explains four rules for cycling: “Know When to Schmooze;” “Gauge Your Skills;” “Be Accountable;” “Love It.”

The **Harvard Business Review** recently published its annual leadership issue. “**Leadership & Strategy for the Twenty-First Century**” (January 2008) includes nine cover articles ranging from “The Five Competitive Forces that Shape Strategy” to “Where will We Find Tomorrow’s Leaders” to “Mastering the Management System.”

BUSINESS

Doing What Matters by James M. Kilts, 2007

Kilts successfully brought Gillette, Nabisco, and Kraft into prosperous times. He is convinced that these achievements were predicated on the fundamentals of “doing what matters.” He hopes that his book helps executives to develop action plans “...for identifying and tackling what’s important and ignoring the rest...” The author views both business fundamentals and personal attributes as a complete package. In combination they make a difference through: “Intellectual Integrity;” “Generating Emotional Engagement and Enthusiasm;” “Action;” and “Understanding the Right Things through an Overreaching Concept to Frame and Filter Issues.” Kilts focuses on these factors to warn against thinking experience is the ultimate issue; “...knowing a lot is great, but knowing *how* to use that knowledge is what matters in business.”

CUSTOMER SERVICE



Toyota Culture: The Heart and Soul of the Toyota Way by Jeffrey K. Liker & Michael Hoseus, 2008

This book is a sequel to **The Toyota Way**, also authored by Liker, and easily could be categorized as Human Resources rather than Customer Service. Irrespective, it examines the “human systems” Toyota instituted “...to instill its founding principles of trust, mutual prosperity, and excellence...” Liker and Hoseus dissect those “Fourteen Principles of the Toyota Way,” explaining why this people-centric culture is the key ingredient in Toyota becoming a global leader in operational excellence. In addition, they clarify the recent trend of employing *Six Sigma Programs* in tandem with *Lean out Processes*. Although they caution that culture transformation “...is a big challenge”, the result can be unparalleled customer satisfaction.

SELF-ENHANCEMENT

Influencer: The Power to Change Anything by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, & Al Switzer, 2008

Patterson and his associates believe that most of us stop trying to effect change because it is too difficult. We develop coping strategies instead. They promise, however, that almost all persistent problems can be solved, “...because these problems don’t require solutions that defy the laws of nature; they require people to act differently.” The authors don’t mean, though, change via verbal persuasion but through a full array of “...high-leverage strategies and skills that can be applied across the vast array of human challenges.” As an example, they coincidentally cite Toyota’s consistent growth based on a perfected “...system of influence that engages all employees in continuous improvement” (see **Toyota Culture**, above). Their website (www.influencerbook.com) provides “Additional Tools and Resources” (p. 273).

The How of Happiness: A Scientific Approach to Getting the Life You Want by Sonia Lyubomirsky, 2007

The author has formulated more than a dozen happiness increasing strategies. She believes that they will help to better understand and sustain “...our innate potential for joy and happiness.” Lyubomirsky begins with a short diagnostic quiz to establish your individual *happiness set point*. She hypothesizes that this *set point* determines 50% of happiness, while 10% can be attributed to life’s circumstances. Her point, then, is that 40% of our happiness is within our capacity to change. She concludes (pp. 280-281) by stressing four critical factors: look on the bright side; savor the moment; forgive; and strive for goals.

Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond by Deepak Mahlotra and Max H. Bazerman, 2007

Mahlhotra and Bazerman identify the parameters that they believe set apart negotiation genius. Among other things, it includes the ability to discern negotiation opportunities; to discover the truth; to defuse threats; to negotiate ethically; and, yes, even to know when it is best to walk away. The authors’ intent is to share the secrets of how to develop those traits and to overcome any organizational constraints. There’s also a fascinating glossary (pp. 305-310) which defines seemingly esoteric terms as Analogical Reasoning, Logrolling, and Pareto-Efficient Agreement.

WORKPLACE

The 4-Hour Workweek: Escape 9-5, Live Anywhere, and Join the New Rich by Timothy Ferris, 2007

This book is a sales pitch for adopting what Ferris refers to as “Lifestyle Design (LD). Because of LD, Ferris states that what he does with his time is completely different from what he does for money. They are totally different aspects of his life. He has joined a quiet subculture called the “New Rich” (NR). They are “...those who abandon the deferred-life plan and create luxury lifestyles in the present using the currency of...time and mobility.” Ferris opines that most people convince themselves that life is hard and are resigned to the moil of 9-to-5. He proposes to demonstrate the opposite. The author weaves a tale of his own metamorphosis and the resultant idyllic lifestyle, interjecting fanciful concepts such as “leveraging currency difference” and “outsourcing your life.”

Brazen Careerist: The New Rules for Success by Penelope Trunk (2007)

Trunk has produced a career handbook which explains fresh ways for young employees to reach their career goals on their own terms. She hopes that “...this guidebook gives you more self-confidence to get to know yourself, trust your instincts, and align your work with your values.” In the process, the author formulates two basic rules: 1) you don’t need to follow someone else’s rules; but 2) you need to follow the new rules of self-discovery.” In a sense, she pronounces that authenticity is the buzzword of the new millennium. Her point is that the new generation of workers has different characteristics and work ethics than previous ones. In closing, Trunk cautions that “...knowing yourself and what you need is a continuous endeavor.”

Encore: Finding Work that Matters in the Second Half of Life by Marc Freedman, 2007

Freedman posits that one of the most significant social trends of the 21st century is the freedom to work “...in new ways, on new terms, to new and even more important ends”—a theme similar to **4-Hour Workweek**, above. He relates the stories of individuals whom he classifies as “career pioneers”, who have crafted an ethos of their own. They have, in the second half of life, instilled “...a new phase of work that offers not only continued income but the promise of more meaning.” He allows, though, that “reinventing one’s work life calls for an act of imagination, at any age.”

“How to Get Hired by a ‘Best’ Company” by Ann Fisher (**Fortune**, February 4, 2008, p. 96) notes that even during economic downturns, the 100 Best are constantly scouting for talent. She succinctly enumerates ten rules for getting your foot in the door.

ET CETERA

Microtrends: The Small Forces behind Tomorrow’s Big Changes by Mark J. Penn with E. Kinney Zalesne, 2007

Penn is CEO of Burson-Marsteller consulting and, until recently, the chief adviser to Senator Hillary Clinton’s presidential campaign. Having done extensive research in polls and statistical sources, Penn identifies 75 segments of modern life, and describes their service needs and marketing opportunities. In effect, he constructs a separate essay for each. As the author proclaims: “This book is all about the niching of America.” Some critics (**Library Review**, e.g.) caution, though, that he bases his arguments on numbers rather supporting anecdotal evidence of examples from pop culture. Nonetheless, he opines that “...changing lifestyles, the Internet, the balkanization of communications, and global economy are all coming together to create a new sense of individualism...”

Worth Revisiting...The **MAGIC** staff usually reserves this section to recommend returning to a classic work in the management genre or to review the works of a particular author who has excelled in that field. But in this instance the Staff highlights an individual who arguably has achieved icon status: Jack Welch, the putative guru of executive leadership. **Worth Mentioning** previously covered two books authored by Welch, **Winning** and its sequel **Winning: The Answers**, which he coauthored with his wife Suzy Welch.

In view of their personal revelations, two new books invite revisiting Welch's works. **What Made Jack Welch Jack Welch: How Ordinary People Become Extraordinary Leaders** by Stephen H. Baum and Dave Conti (2007) is both a case study and quasi-biographical. It employs Welch's personal profile as a model for gauging the success of contemporary executives. Baum and Conti's research underscores "...how far all these leaders had come from their beginnings." And, as with Welch, those executives had experienced exceptional personal growth in five areas: "the appetite to lead, character, the confidence to seek challenges and confront risk, the capacity to act, and the ability to engage and inspire others." **Jacked Up** (2008), a biography by Bill Lane, is obviously more specific about Welch's leadership traits during his twenty years transforming GE. And the author is all the more privy to personal details having been Welch's speech writer during those two decades. Lane describes his first-hand observations as "decidedly positive," but adds: "In truth, Welch is flawed, but a good man, and possibly the best CEO ever." Revisit the above and decide.