

**WORTH MENTIONING**  
A List of New Books from  
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**Winter 2006**

*Indicates titles relating to the FISH Philosophy*



**MANAGEMENT/LEADERSHIP**

**The Articulate Executive in Action: How the Best Leaders Get Things Done** by Granville N. Toogood, 2005



As with many contemporary authors, Toogood believes that you don't have to be born a great leader—great leadership is a skill you can learn. Therefore, he encourages the reader to learn to think and act like a leader. The author expands on the principles of competence, clarity, and communication, which he originally highlighted in a previous best seller *The Articulate Executive*. Toogood contends that his technique will help the reader “craft a compelling leadership style,” including the ability to motivate staff, communicate vision, and impart enthusiasm.

**Forced Ranking: Making Performance Management Work** by Dick Crote, 2005

Forced ranking is considered a controversial management topic. It is a talent-management process that assesses employee performance *relative to peers* rather than traditionally against predetermined goals. Crote confidently explains how to create a forced ranking system that is fair, evenhanded, and effective. The author provides detailed instruction on transforming a controversial practice into a leadership development tool, while helping employees achieve performance success.

**High Maintenance Employees: Why Your Best People Will also Be Your Most Difficult...and What You Can Do about It** by Katherine Graham Levis, 2005

This book shows the reader how to effectively manage high-performing employees who are also difficult to keep on track. Levis details an easy-to-implement plan that includes rewarding and leading high-maintenance employees; understanding their behavior; and integrating them into teams. The author is confident that by following her procedures you will maximize their performance while augmenting your organizational efficiency.

**Making Great Decision in Business and Life** by David R. Henderson and Charles L. Hooper, 2006

Henderson and Hooper offer a better way to look at problems so that the solutions are easier to find. They contend, however, that many people just don't think that they have the time, energy, nor skills to make good decisions. Consequently, the authors' "...central theme is that a little clear thinking goes a long way." The goal is to help the reader work smarter.

**Performance Appraisals that Work** by Corey Sandler and Janice Keefe, 2005

The purpose of this book is to literally help fill in the appraisal section of most standard performance appraisal forms. Sandler and Keefe recognize, though, that performance appraisal writing is not a science but is more like—as they phrase it—“nailing Jell-O to the wall.” Nonetheless, they are confident that their collection of evaluations can be used as building blocks to craft a wide variety of pertinent appraisals. In addition, they provide tips on how to document performance, how to set the stage for an evaluation, and how to actually present it to an employee.

### **Wins, Losses, and Lessons** by Lou Holz, 2006

Lou Holz retired not only as an amazingly successful football coach but also as one of the most successful in the game. As with many eminent celebrities, his “retirement” has been active on the motivational speaking circuit. Although this book is categorized as an autobiography, it is actually a compilation of those presentations. Basic leadership principles can be culled from the essence presented via Holtz’s sports metaphor and applied in the management context; e.g., “it’s not what you have; it’s who you have;” “tournaments are won and lost in preparation;” and failure (in the NFL) “...grew out of a so-so commitment.”

“*Leadership Run Amok: The Destructive Potential of Overachievers*” by Scott W. Spreier, May H. Fontaine, and Ruth L. Malloy (**Harvard Business Review**, pp. 72-82, June 2006) addresses what is normally considered an attribute: the desire to achieve. However, the authors believe that, in the short term, overachieving leaders may be very successful but eventually damage overall performance. It’s a theme similar to **Resonant Leadership** included in the Fall 2006 **Worth Mentioning**. In this article, though, the authors focus on underlying motivational factors. A worthwhile matrix, *What’s Your Motivation*, is on page 75.

## **BUSINESS**

### **Dealing with Darwin: How Great Companies Innovate at every Phase of Their Evolution** by Geoffrey A. Moore, 2005

Many companies thrive during the early stages but eventually die out during periods of inertia. This phenomenon, Moore points out, requires continual evolution to refresh competitive advantage. In this aspect, his buzz phrase would be: innovate forever. This book, then, will help you understand “... where your competitive advantage came from in the past and how it will change in the future.”

### **How Dell Does It: Using Speed and Innovation to Achieve Extraordinary Results** by Steven Holzner, 2006

Holzner conducts a rigorous and systematic examination of the Dell Corporation. He explores the company’s processes, practices, and culture, with the intent of revealing the key management principles behind Dell’s unprecedented success. The author emphasizes that strict adherence to those core principles is a major contributing factor. This book is about the man who established those business methods as well as his corporation.

### **Integrity: The Courage to Meet the Demands of Reality** by Dr. Henry Cloud, 2006

Dr. Cloud outlines six significant characteristics that he believes determine success in business: connect with others; orient toward reality; embrace the negative; oriented toward increase; and understand the transcendent. He proposes that the truly relevant factor of business success is not only talent or brains, but is “...the makeup of the person.” His encouraging note is that it is a “growth path” in which everyone can engage.

**Purple Cow: Transform Your Business by Being Remarkable** by Seth Godin, 2005

The colored bovine alluded to in the title actually refers to “...something phenomenal, something counterintuitive and exciting, and flat out unbelievable.” In other words, ordinary cows are boring, but a purple one is something else. That’s why Godin argues that traditional marketing checklists aren’t working anymore—the message becomes blurred and ultimately ineffective. Hence, he encourages companies to create a “purple cow” to grab customers’ attention. Subsequently, Godin edited **The Big Moo: Stop Trying to Be Perfect and Start Being Remarkable** (2005), in which he distilled the best ideas of what is termed “*The Group of 33*.” It is touted as a “manifesto for change” in the way business is conducted. The general theme is that the world has changed but most organizations haven’t; and that old solutions are no longer reliable. To learn more about Purple Cow workshops visit [www.sethgodin.com](http://www.sethgodin.com).

### **CUSTOMER SERVICE**

**Quality Management Demystified: A Self-teaching Guide** by Sid Kemp, 2006

Kemp believes that many of us earnestly want to deliver quality—to do good work, to deliver something of value. He is convinced that “...improving quality is possible in every type of work, from customer service to engineering to executive management.” His intent, then, is to demonstrate how to become better at delivering value from different perspectives: the senior executive; the team manager; the worker; and the manager in government or not-for-profit work. The author’s non-technical definition of the widely used Six Sigma process of quality control (p. 208) is an incidental benefit.

**Waiting for Your Cat to Bark: Persuading Customers when They Ignore Marketing** by Bryan and Jeffrey Eisenberg, 2006

The title is based on the premise “...that customers have always behaved more like cats than Pavlov’s dogs.” The authors, therefore, examine how “emerging media” have undermined the formerly tried-and-true methods of attracting customers. In tandem, they describe the change in the way media is consumed, and the consequent change in customer perceptions. The Eisenbergs note, though, that this emerging media creates opportunities to redefine how organizations communicate with customers.

### **WORKPLACE**

**Building on the Promise of Diversity: How We Can Move to the Next Level in our Workplaces, Our Communities, and our Society** by R. Roosevelt Thomas, Jr.,

Thomas maintains that “...most organizations, despite good intentions and hard work, are stuck in their diversity efforts.” He asserts that diversity management is both a hallmark and a core challenge for any organization. His intent is to bring this effort to a wholly new level. The author trusts that this book will help leaders in any setting to break out of the status quo.

**Organize Your Office in No Time** by Monica Ricci, 2006

Professional Organizer Ricci proposes to not just clean up your messy desk, but to also help you achieve more efficient and productive workdays. She first guides the reader to better understanding individual working style and how that affects the way an office should be organized. Ricci then proceeds through stacks of paper, prioritizing tasks, arranging furniture for smoothest workflow, and even discusses lighting. An appendix, beginning at page 189, provides extensive references and resources, including Internet Learning Resources and Services.

*“Meet the Nicheperts”*, by Francine Russo (**Time**, pp. A29-A30, October 9, 2006), examines the trend for highly specialized consultants. In this instance, the author takes the classic training model, Team Building, and demonstrates how it can now be tackled in finite increments such as enthusiasm or rumor mongering. It’s a growing coalition of experts who “...limit their work to bite-size pieces.” Although each offers a different cure for a different organizational ill, “...the substance of what they do overlaps.”

### **SELF-ENHANCEMENT**

**Be Heard the First Time: The Woman’s Guide to Powerful Speaking** by Susan D. Miller, PhD, 2006

Miller’s academic field is speech pathology, which she applies to instructing clients—especially women—how to communicate successfully at a professional level. She is confident that this book will help “...people comprehend, articulate, and clearly verbalize their central message in any speaking situation.” In short, Dr. Miller shows how to develop polished presentation skills, and professional presence and style. She invites the reader, though, to review the survey at the first page of the Introduction (p. ix) to determine if the book is applicable.

**Get out of Your Own Way: The 5 Keys to Surpassing Everyone’s Expectations** by Robert K. Cooper, PhD, 2006

The author’s main theme is that the biggest obstacles in life are not erected by the world-at-large, but are self-imposed limitations created by your brain; that is, play it safe; avoid risk, evade confrontation; etc. Cooper believes that once you understand this critical element, you can “...switch off the counter-productive parts of your brain.” His solution is mastering five keys that “...let you engage and triumph over the realities of today’s world:” direction, focus, capacity, energy and impact.

**Goal-Free Living: How to Have the Life You Want Now!** by Stephen M. Shapiro, 2006

Ever felt as if you have focused too much on goals to achieve success, sacrificing enjoyment of the present? As Shapiro points out, “our achievement-oriented society has hijacked our happiness.” Shapiro asserts, though, that the opposite is possible: to escape the treadmill of goal-chasing while making life truly rewarding. His intention, therefore, is to offer guidance on how “...to have a successful life and follow your passions at the same time.”

Has a love-hate emotion evolved with the traditions associated with the coming holiday season? Then read *“Rethinking Your Rituals”* by Joan Borysenko (**Prevention**, pp. 97-100, November 2006). She encourages you to allow yourself to revamp your most cherished traditions. Indeed, she observes: “The rules for family celebrations can change as our circumstances shift.” Toward that end, she outlines a few rules.

### **ET CETERA**

**The Greater Generation: In Defense of the Baby Boom Legacy** by Leonard Steinhorn, 2006

Most Baby Boomer media accounts report the continuing effect of that generation nearing retirement, or how they have been so materialistic. Steinhorn instead claims that they represent a great generation “...for how they have advanced equality and freedom at home.” This book, then, is actually a counterintuitive examination of how influential the baby boom generation has been. The author’s conclusion is that their contribution is a more open and tolerant America.

