

Review Briefs: February 2012

Textbooks covering the whole subject of strategy

Strategy: Theory & Practice,

Stewart CLEGG, Chris CARTER, Martin KORNBERGER and JOCHEN SCHWEITZER, Sage (2011), 460pp., £36.99 (soft), £90.00 (hard).

A through, useful, strategy textbook. Twelve chapters organised into four parts: Introduction; Central Currents in Strategy; The Politics of Strategy and Global Strategies. Plus twelve case studies.

Various concepts of strategic management

Killing Giants: 10 Strategies to Tople the Goliath in Your Industry, Stephen DENNY, Portfolio/Penguin (2011), 241pp., £14.99. Size brings with it disadvantages, as well as advantages. This book explores ten areas of potential (and often actual) vulnerability, and how 'Davids' can develop more effective strategies that can help them compete more effectively. Essential reading for anyone challenging bigger rivals – and the bigger rivals need to read it too, if they want to survive over the long term!

Analytical methods, tools and approaches

The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, Jeff DYER, Hal

GREGERSEN and Clayton M. CHRISTENSEN, Harvard Business Review Press (2011), 296pp., \$29.95.

Outlines five skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking and Experimenting. Well presented, useful, insights, that should be read by all concerned with innovation. The most difficult challenge is invariably integrating innovations into an effective organisational strategy, especially if they are perceived to be 'disruptive'.

Leadership, change and implementation

The John Adair Lexicon of Leadership: The definitive guide to leadership skills and knowledge, John ADAIR, Kogan Page (2011), 495pp., £39.99.

A unique collection of the classic works of one of the world's leading thinkers on Leadership, John Adair (the first Professor of Leadership Studies in the world). The essential leadership skills and themes covered include motivation, teambuilding, delegation, decision-making, problem solving, creative thinking and communication. Although rightly considered as 'a rich tapestry of practical wisdom' (probably the best collection available), but it was a pity that the concept of Wise Leadership was not emphasised.

Managers and Leaders Who Can: How You Survive and Succeed in the New Economy,

Ruth SPELL-MAN, Wiley (2011), 226pp., £18.99. Full of practical advice for leaders, and those aspiring to that role. Rightly beginning (Chapter 1) with 'Values and Ethics'. Then 'Managers need to put values and ethics at the heart of everything they do' (p210). Vitaly important messages, unfortunately the almost endless scandal stories that hit the headlines appear to reflect that it is much easier to talk about these issues in theory than see change happening in practice. (Pity the dark grey background used for the checklists makes them difficult to read.)

Global Leadership in Transition: Making the G20 More Effective and Responsive, Editors Colin I. BRADFORD and Wonhyuk LIM, Korea Development Institute and Brookings Institution Press (2011), 351pp., £19.99.

Thirty articles (+ an introduction & conclusion), organised into seven parts: History and Prospect; Financial Crisis and Regulatory Reform; The G20 Framework – Rebalancing the Global Economy; The G20 and Development; The G20 and the System of International Institutions; New Dynamics of Summitry and Institutional Innovations for the G20 and The Leaders, Their Publics and Communications. Useful background for anyone concerned with these issues.

The New Psychology of Leadership: Identity, Influence and Power, S Alexander HASLEM, Stephen D. REICHER and Michael J. PLATOW, Psychology Press (2011), 267pp., £18.95.

Argues that to succeed, leaders need to create, champion and embed a sense of group identity of which they themselves are representative, as well as showing how, by doing this, they can make a material difference to the groups, organizations and societies. It also examines a number of central issues such as the nature of group identity, the basis of authority and legitimacy, the dynamics of justice and fairness, the determinants of followership and charisma, in addition to the practice and politics of leadership. Plenty on power, but it needs to be recognised that making 'a material difference' is a quantity not quality measure. The incredible, thoroughly researched and well-written, cautionary story of how it can all go wrong is horrifyingly provided by **Bernie Madoff the WIZARD of LIES: Inside the infamous \$65 billion swindle, with Shocking New Details from Madoff Himself**, Diana B. HENRIQUES, Oneworld (2011), 418pp., £9.99.

Introduction to Leadership: Concepts and Practice, Peter G. NORTHOUSE, Sage (2012, second edition), 288pp., £31.99. Practical insights to help individuals become better leaders, including interactive elements to help develop their potential. Pity the importance of the issues in the final chapter on Addressing Ethics in Leadership was not emphasised by making it chapter one?

Strategic human resource management, including values/ethics issues

Change Anything: The New Science of Personal Success, Kerry

PATTERSON, Joseph GRENNY, David MAXFIELD, Ron MCMILLAN and Al SWITZLER, Little Brown (2011), 262pp., £12.99. Identifies Six Sources of Influence (Love What You Hate; Do What You Can't; Turn Accomplices into Friends (!); Invert the Economy; Control Your Space) that affect daily decisions. Full of useful, readable, advice but pity the critical role of values was not given even greater emphasis.

The Extra One Percent: How Small Changes Make Exceptional People, Rob YEUNG, Macmillan (2010), 270pp., £11.99. Full of well written, well presented, insightful advice that would benefit us all. But surprising that greater attention was not given to issues relating to motivation, meaning and values — three words that did not merit mention in the index? Thirteen articles that provide detailed background to a key dimension of the development of 'exceptional people' is explored in **Applied Positive Psychology: Improving Everyday Life, Health, Schools, Work, and Society**, Edited by Stewart I. DONALDSON, Mihaly CSIKSZENTMINHALYI, and Jeanne NAKAMURA, Psychology Press/Routledge (2011), 237pp., £24.95.

Dissent in Organizations, Jeffrey KASSING, Polity (2011), 226pp., £50.00 (hard), £15.99 (soft). An attempt to provide a balance between theoretical considerations and practical applications in order to explore the treatment of organizational dissent. Important issues for those concerned with managing change, but surprising there was not greater discussion of values, meaning, trust, motivation, commitment and, even leadership?

DRIVE: The Surprising Truth about what Motivates Us, Daniel

H. PINK, Canongate (2011), 242pp., £8.99.

The author believes that the secret to high performance and satisfaction in today's world is the basic human need to direct our own lives, to learn and create new things, and to do better by ourselves and the world. Readable and challenging. Ideal holiday reading!

Social Motivation, Edited by David DUNNING, Psychology Press (2011), 282pp., £37.50.

Eleven (academic) articles that provide a useful overview of central topics in social motivation for students and researchers.

Wisdom, Consciousness, and the Future: Collected Essays, Thomas LOMBARDO, Xlibris Corporation (2011), 461pp., £7.55.

A collection of essays that chronicle the development of the author's theoretical perspective on a series of related philosophical and psychological topics from: Consciousness and creativity; human evolution and education for the future; and future consciousness and ethical character virtues. He argues that wisdom is the highest expression of future consciousness and shows how it should be modelled and taught within education; how wisdom subsumes all the other academic virtues as well as being critical to how we align our continual technological evolution and global ecological awareness. Rightly he believes Wisdom should be the ideal toward which we should strive in our individual and collective evolution. Important messages and an incredible journey, but the level of detail could easily put off the busy reader — unfortunately. A more managerially focused discussion is provided by **Practical Wisdom: the Right Way to Do the Right Thing**, Barry SCHWARTZ and Kenneth SHARPE, Riverhead Books

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