

A smörgåsbord of essential reading, classic thinking, distilled wisdom and trends to watch.

REVIEW

WORDAGE

READ MY TIPS

You have read the latest John Grisham and long consigned the quixotic high-tech adventures of Lisbeth Salander to the second-hand bookstore. Now, for some serious Summer reading.

01 The Shift: How the Future of Work Is Already Here

Lynda Gratton

As her previous books, *Hot Spots* and *Glow*, testify, Gratton has a habit of tapping into the zeitgeist of today's workplace. Here, she tackles the very nature of work itself in the contexts of today and tomorrow. Gratton writes about the subject based on extensive global research with a consortium of corporations. She believes that five forces are reshaping how you work: globalisation, society, demography, technology and energy. Will you become more productive (and happier) as a result? Gratton's book helps you answer that critical question. (384 pages, Collins, 2011)

02 World 3.0: Global Prosperity and How to Achieve It

Pankaj Ghemawat

The painfully high unemployment rate in developed countries and persistent capital and trade imbalances that characterise the global financial crisis have provoked many to advocate slowing down or reversing globalisation so we can deal with our problems on a smaller and more manageable scale. Ghemawat asserts that this is unequivocally the wrong

response. He demonstrates that the world is far less globalised than most of us think (only 10–25 per cent of economic activity is international) and that the benefits of increasing cross-border flows — of products and services, ideas, people and even capital — are much bigger than economists' standard estimates. 'Opening up' the world marketplace, he says, would accelerate much-needed growth. (384 pages, Harvard Business School Press, 2011)

03 Beyond the Familiar: Long-Term Growth Through Customer Focus and Innovation

Patrick Barwise and Sean Meehan

Did you ever think that, at the start of every business day, your company must fulfil a promise? Barwise and Meehan believe that great businesses see themselves in the promise-fulfilling business — a promise that is clear to the customer and that every employee thus works obsessively to deliver. And, when market conditions change, such companies evolve their promise to keep their organisations relevant to the times. This study is a compelling mix of strategic thinking and operational excellence, framed around concepts such as 'trust' and 'frank discussion'. This is an interesting take on why some great companies stay great year after year. (184 pages, John Wiley & Sons, 2011)

04 As One: Individual Action, Collective Power

Mehrdad Baghai and James Quigley (with Ainar Aijala, Sabri Challah and Gerhard Vorster)

The thought behind this book is that a company that operates as competing factions is, in reality, only a fraction of a whole company. The best organisations — even those with many thousands of employees — should operate as one. At heart, then, this book is about people pulling together to achieve

marketplace impact through their collective efforts. Somehow, the word 'teamwork' really does not capture the allure of this book. The authors ramp that word up to much higher levels by discussing the importance of people having common purpose driven by collaboration and cooperation. The book derives from a two-year global study by Deloitte, and perhaps the real news here is that the authors found that companies can operate as one without having to follow a single approach to leadership. (352 pages, Penguin, 2011)

05 Toyota Under Fire: Lessons for Turning Crisis into Opportunity

Jeffrey K Liker and Timothy N Ogden

Treatises of crisis management normally focus on immediate damage control, PR strategies, 'bold action' by CEOs and clever contingency plans. Liker and Ogden show that in the case of Toyota's dramatic recalls of nine million vehicles in 2009–2010, the company's *hansei* philosophy — the expectation that one ought to accept responsibility for mistakes, learn from them and avoid placing blame elsewhere — and its engrained 'customer first' ethic proved to be more valuable than any communication strategy. The book required a year's worth of investigation, and the reader will find candid comments from the company's president, Akio Toyoda, board members, senior executives, team members, dealers and independent experts on the automotive industry. (208 pages, McGraw-Hill Professional, 2011)

06 Fixing the Game: How Runaway Expectations Broke the Economy, and How to Get Back to Reality

Roger L Martin

Martin believes that the widely held, deep and abiding belief that the firm exists to maximise shareholder value has led to

massive growth in stock-based compensation for executives. Hard to dispute that, but Martin builds on the point by showing what damage such a belief can spawn. He argues that a naive and wrongheaded coupling of the 'real' market (the business of designing, making and selling products and services) with the 'expectations' market (the business of trading stocks, options and complex derivatives) is a bit like confusing winning the FA Cup with winning a bet on the FA Cup. *Fixing the Game* is his plan for reinvigorating Western capitalism; it focuses on restructuring executive compensation to concentrate entirely on the real market, not the expectations market. (198 pages, Harvard Business School Press, 2011)

07 The Fine Art of Success: How Learning Great Art Can Create Great Business

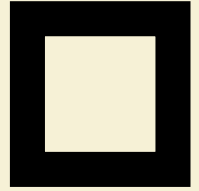
Jamie Anderson, Jörg Reckhenrich and Martin Kupp

Business leaders are adept at finding inspiration from unusual sources. Now, we have lessons for managers from the world of fine art. What can you learn from Joseph Beuys, Titian, Madonna, Pablo Picasso and Damien Hirst? As it turns out, plenty. As the authors note early in the book, "The book is positioned in the fields of strategic management and marketing management. It aims to fill a vacuum in the business literature with regard to the insights and lessons for the world of business from the creative arts in the areas of creativity and innovation management." A leap, but an imaginative one. (188 pages, John Wiley & Sons, 2010)

08 Shine: Using Brain Science to Get the Best from Your People

Edward M Hallowell

Hallowell is a psychiatrist who specialises in attention deficit disorder. How does



that connect to your office? In a most interesting fashion, he draws on brain science, performance research and his own therapeutic practice to propose a better way of working and of challenging employees to achieve their best work. The 'cycle of excellence' is his model for surviving the modern hyperactive, data-overloaded workplace; and he proffers five steps to making the workplace better. It starts with selecting the right people for the right job and giving them responsibilities that are engaging. Then it's important to connect people with each other by strengthening interpersonal bonds. Play, too, helps people become more imaginative at work. The fourth step is called 'grapple and grow', which — when the pressure's on — enables employees to achieve mastery of their work. The final step is taken when employees shine,

which will happen if managers use the right rewards to promote loyalty and stoke people's desire to excel. (224 pages, *Harvard Business School Press, 2010*)

09 **Leading Smart Transformation: A Roadmap for World Class Government**

Andrew Kakabadse, Mohammad Omar Abdulla, Rabih Abouchakra and Ali Jawad

Since the start of the year, headline news has focused on world shake-ups (think Tunisia, Egypt and Libya), many of which have had major impacts on the marketplace as well as the financial markets. In this book, the authors discuss how governments can learn from all the studies that have been done on how to improve business organisations. Corporations, they argue, have become adept at

change while governments too often are bound by established rules. The ideal government should use the context of change to provide services to citizens without growing bureaucracy. In short, they say, governments need to become much more savvy about vision, stakeholders and programmes of change. It's an interesting study of how managing and governing can be linked by effective leadership. (256 pages, *Palgrave Macmillan, 2011*)

10 **When Good People Do Bad Things: Illustrations of the Psychology Behind the Financial Crisis**

David de Cremer

Where did the idea of unlimited economic growth come from? How is it possible that supposedly smart people make short-sighted decisions that ultimately lead to financial

disasters? The questions of our times, accompanied by some answers. De Cremer believes that developing a 'moral compass' when managing business matters (especially financially related business matters) is paramount. Intrinsic motivation and social responsibility count as much as profit making, he argues. Yet how many bankers (and executives) utilise such a behavioural-psychological approach to managing? The number will surely increase with the readership of this book. (122 pages, *AcCo, 2010*)

