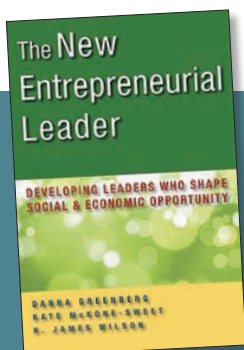


bookshelf



THE NEW ENTREPRENEURIAL LEADER

AUTHORS: Danna Greenberg, Kate McKone-Sweet, and H. James Wilson

PUBLISHER: Berrett-Koehler Publishers Inc., US\$34.95

ENTREPRENEURIAL LEADERS are not just entrepreneurs. According to Greenberg, McKone-Sweet, and Wilson of Babson College, these leaders possess “unique mental models” such as cognitive ambidexterity, or the ability to shift between “prediction” and “creation”

logic. They argue that business schools must help students develop these skills while emphasizing business responsibility and cultivating self- and social awareness. If they do, schools will be well on their way to developing entrepreneurial leaders who will shape social and economic opportunities. But this thought-provoking book doesn't stop with models and visions. Compiling insights from a cross section of Babson faculty, it provides examples of exercises, cases, and courses that teach these principles; it also presents a “new case method” for teaching students the values that underlie entrepreneurial leadership. The book is full of practical ideas and inspiring examples for the world's next generation of leaders.—by *Juliane Iannarelli, Assistant Vice President, Global Research, AACSB International*

FROM IDEA TO SUCCESS

AUTHORS: Gregg Fairbrothers and Tessa Winter

PUBLISHER: McGraw Hill, US\$28

THOUSANDS OF PEOPLE have great ideas; far fewer go to the effort of trying to turn those ideas into working enterprises. But Fairbrothers, who founded the Dartmouth Entrepreneurial Network, and entrepreneur Tessa Winter believe anyone can learn to

think like an entrepreneur in the quest to make an idea concrete. Most of their focus is on helping the entrepreneur ask the right questions: “What's the end goal? Can you imagine a plausible scenario that starts with the issue at hand and leads to the desired goal? What problem do you want to solve? How painful or problematic is it? Painful or problematic enough that someone would pay to make it go away?” Such clar-

ity is essential, they emphasize, because “ideas alone are worth next to nothing. All the value is in effective execution.” Full of detail drawn from years' worth of experience, this book is the next best thing to enrolling in a class on entrepreneurship.

MANAGEMENT RESET

AUTHORS: Edward E. Lawler III and Christopher G. Worley

PUBLISHER: Jossey-Bass, US\$34.95

TODAY'S COMPLEX international business cannot be managed successfully through the old command-and-control model or the more recent style that relies on high employee involvement. Lawler and Worley, both professors at University of Southern California, envision instead the sustainable management organization (SMO), which successfully integrates

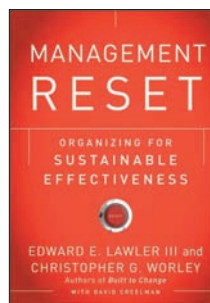
all the pressures and demands of the 21st century. It will not only be agile enough to respond rapidly to a changing environment, it will thrive on change. At the same time, the SMO will value its employees and make all decisions with an eye to the triple bottom line. Creating a “nimble, future-oriented, and socially savvy organization of tomorrow” sounds like a tall order, but the authors see no other choice. “Organizations face a global, socially connected, 24/7, environmentally conscious, and financial-performance-obsessed world, and they must be designed to perform effectively in it.”

THE DARWIN ECONOMY

AUTHOR: Robert H. Frank

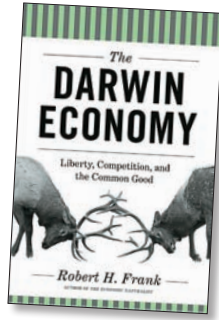
PUBLISHER: Princeton University Press, US\$26.95

IT'S NOT ADAM SMITH'S invisible hand but Charles Darwin's theory of natural selection that most accurately explains the capitalist economy, according to Frank of Cornell University. He argues against both



free market purists and political Libertarians who believe less government interference makes life better for all. In fact, he describes how the Darwinian process of natural selection can be great for the individual but lousy for the species, and

he extrapolates the same principles to the economic arena. What's needed for the collective good is collective action—laws and rules, for instance,



that keep *all* people safe from harm, whether that danger is posed by a drunk driver or an unregulated market. This is a smart, complex, and thoughtful book that will make many readers view the dismal science in a wholly different way.

Don't Miss

“Where are the Indian Googles, iPods, and Viagras?” ask Nirmalya Kumar and Phanish Puranam in **INDIA INSIDE**. They scoff at the common perception that “Indians simply do not ‘do innovation’” and point to the many “invisible” improvements that Indians have brought through process and management innovation in call centers and outsourced R&D facilities. And because so many Indian-born professionals work at companies like Microsoft, Google, and NASA today, they predict a couple of different possible futures: the “browning” of the C-suite in Western companies as these executives are promoted, or a burst of innovation in India as these individuals repatriate. Either way, the two London Business School professors expect India to be surging with innovation in the near future. (Harvard Business Review Press, US\$25.95)

In **THE DIVERSITY INDEX**, journalist Susan E. Reed examines how well diversity initiatives have succeeded at American companies since 1961, when Lyndon Johnson and various defense contractors signed the first Plans for Progress aimed at recruiting and developing minority employees. Her conclusion: Not well. White women have advanced in the ranks, she notes, and so have nonwhites born outside the U.S., but their presence on the executive team has squeezed out domestic-born minorities. “Diversity has become a smorgasbord from which companies are taking what they desire and leaving the rest,” she writes. “The partial use of the diversity concept has resulted in the formation of a persistent racial ceiling in corporate America.” (AMACOM, US\$27.95)

Joan Magretta’s **UNDERSTANDING MICHAEL PORTER** takes essential Porter insights on competition and strategy and boils them down for managers who don’t have time to read and absorb the original work. A former strategy editor at *HBR* who is still affiliated with Harvard, Magretta stresses that Porter offers general theory and timeless principles—“no blue oceans, no dancing elephants, no moving cheeses.” She closes the book with an interview with Porter and a list of ten “very distilled” takeaways. For instance: “Don’t feel you have to ‘delight’ every possible customer out there. The sign of a good strategy is that it deliberately makes some customers unhappy.” Just like the book, brief and to the point. (Harvard Business Review Press, US\$24.95)

GREAT BY CHOICE

AUTHORS: Jim Collins and Morten T. Hansen

PUBLISHER: HarperBusiness, US\$29.99

COMPANIES THAT outperform their rivals—by a factor of ten or more—aren’t led by CEOs who are more creative, visionary, heroic, ambitious, or lucky than the average top executive. In this study of seven “10X” companies, Collins and Hansen do find common traits among their leaders: fanatic discipline, a type of creativity that relies on empirical research, and “productive paranoia” that leads them to imagine disasters and ways to avert them. They study these seven firms—Amgen, Biomet, Intel, Microsoft, Progressive Insurance, Southwest, and Stryker—for periods of at least 20 years, all ending in 2002. And they compare their methods of operation to similar companies that failed miserably during the same time. Hansen, of UC Berkeley and INSEAD, and author Collins were looking for companies that can thrive in chaotic times. That’s because they believe the world will remain “unstable for the rest of our lives, and we wanted to understand the factors that distinguish great organizations, those that prevail against extreme odds, in such environments.” 