BOOK REVIEWS

CURT KAMPMEIER CMC
EDITOR

Aligning the Stars: How to Succeed When Professionals Drive Success

Jay W. Lorsch and Thomas J. Tierney
(Harvard Business School Press, Boston; 2002; ISBN 1-57851-513-0) $29.95

REVIEWED BY ROBERT H. SCHAFFER CMC

In this new book, Jay Lorsch (a senior Harvard Business School professor) and Thomas Tierney (former chief executive of the consulting firm Bain & Company) focus on what they see as the most critical success factor for professional service firms. That factor, unique to such firms, is the ability to recruit, nurture, and exploit its stars. No, this is not a text on astrology. The stars referred to are the "individuals who have the highest future value to the organization, the men and women in critical jobs whose performance is central to the company's success." The authors argue that stars are more critical to professional firms than to other kinds of organizations. They aver that the stars "propel the business model along all three of its dimensions: building enduring client relationships, consistently performing up to their full potential and putting the firm first, and implementing strategic imperatives."

Essential to success in nurturing and exploiting stars is alignment, which ensures a good match, in the various activities and systems of the business, between what the business needs in order to be successful and what its stars need in the way of professional rewards and gratifications. And most of the book, addressed to those in managerial roles in professional service firms, is dedicated to describing how that alignment can be achieved. The exception is the last chapter, addressed to the individual professional.

These descriptions of what's needed for success are largely a distillation of what the authors discovered in research on the practices of 18 large, successful professional service firms ranging from Price Waterhouse (accounting) to Goldman Sachs (investment banking) to Ogilvy & Mather (advertising) to IBM Consulting (IT consulting) to Fulbright & Jaworski (law) and to Bain (naturally) and McKinsey (both management consulting) and . . . well, you get the idea.

The authors believe that to achieve the best alignment possible, four operational dimensions of firms must be at the center of attention: strategy, organization (including "people systems"), culture, and leadership. Each of these subjects is dealt with in a separate chapter.

The book describes how a firm's strategy affects and is affected by the alignment between the firm and its stars. The latter have "an alarming tendency to do whatever they want regardless of the wishes of the firm's leaders . . . Stars may not pay attention to strategic pronouncements." Or they might not care enough to modify their behavior. Thus, the job of mobilizing energies around the firm's stated strategies may be a much tougher chore in PSFs (as the authors refer to professional service firms) than in more hierarchical organizations.

Besides that, there are a number of givens that hold true in the strategies of many other types of organizations, but less so in PSFs. Barriers to entry, for example, while formidable for many industries, are almost nonexistent in PSFs. Thus it may be relatively easy for newcomers to assail territory captured over many years by early entrants. Similarly, economies of scale may not mean much where the major work is performed in small teams that can be just as powerful in small firms as in large ones.

As to organization, the authors make the point that in most business organizations "strategy leads and organization follows." That is, the company sets its strategic course and then it designs the structure most suited to implementing that strategy. In PSFs, on the other hand, power is attached to individuals as well as to positions. Thus, the professionals who are outstanding in their subject areas and in their client relationships exercise an influence that derives from these accomplishments and may not be related to any official job title in the firm. This reality, say the authors, accounts for the fact that in PSFs it is often the organization patterns that lead "while the firm's strategy limps along behind."

They then make the evident point that the relative importance of the individual over the inherent thrust of the business means that traditional hierarchical structures won't work in PSFs. Some version of partnership seems to work best—or a matrix structure where there are some temporary groupings (as in project teams) within the larger partnership relationship.

Equally challenging is the fact that the whole concept of partnership evolved from a relationship among small groups of associates. When there are thousands of partners, as there are in many PSFs, what does partnership really mean? That is an important question the authors pose but do not answer. They do, however, suggest that "participatory democracy" best describes the organization of PSFs—with both the strengths and weaknesses that inhere in that form.

Regarding culture, a number of specific characteristics are cited as critical to health in successful PSFs: belief in the partnership spirit; belief in maximizing the effectiveness of the client teams on which the stars serve; belief in the sense of community; belief in the right balance between focus on clients and focus on the stars; and belief in the perpetuity of the firm. Since "culture is a stronger force for unity and coherence than any formal document could ever be," these cultural issues must be a matter of constant concern for management.

The key themes established early in the book are revisited as each subject is covered. The title of the chapter on leadership, for example, "Leadership Without Control: The Power to Persuade," suggests its essence. Stars can't be ordered around. Thus successful leadership requires the ability to achieve consensus among large numbers of fellow partners around critical decisions. The many stories about the failure of Arthur Andersen make clear that even if its CEO wanted to reverse the subversion of accounting and other principles by many of his associates, he probably would have broken his sword in the attempt. By contrast, someone in Jack Welch's position at GE would have had no such problem. Given the fact that consensus building is so essential, the authors cite a number of personal characteristics that make for good leadership at that task.

Woven among the chapters on strategy, culture, organization, and leadership are chapters dealing with other relevant topics such as mentoring potential stars, guiding their career development, and mediating between the goals of individuals and the goals of the firm. One chapter emphasizes what stars seem to want from their work life and describes how the firms studied provide those needs. The book moves smoothly over many other topics, such as salaries, promotions, titles, management practices, and dozens more—sharing experiences from the firms studied and the authors' views and perspectives. Most of that is useful and on point—but not all. For example, firm managers are advised to view the departure of a star not as a defeat but as a step toward creating a powerful alumni association. There is a bit of fantasy in that advice. McKinsey and a few other firms have made an alumni association work, but this advice seems the equivalent of telling a losing team they really won a moral victory.

Overall, the book provides a comprehensive view of the important topics related to successful interaction between the needs of PSFs and the needs of their stars. Anyone managing a PSF should benefit from the perspectives provided. Case illustrations and vignettes help translate the concepts into real-life issues and practical counsel. Unfortunately, some of the cases read like PR copy from the firms studied, with both the principles and the principals of these firms quoted as if the material had been etched in stone on Mount Sinai. The actual management dynamics of PSFs—including the very successful and well-known firms studied—are much messier than the book conveys. Having labored in the PSF vineyard myself for many years and being familiar with the workings of many firms, I found the idealistic portrayals a bit too saccharine. Even if disguised, a few impartial tales of some of the real political and professional struggles that frequently occur in such firms would have made the book more realistic and useful. Moreover, while the sweeping survey of a wide range of topics makes the book comprehensive, I wish the authors had selected a few critical topics and really worked those issues in depth.

Nevertheless, the book focuses the spotlight on crucial issues that have not been adequately dealt with in the literature, and it touches systematically on a range of variables that directors of PSFs should profit from pondering. The book could well serve as an agenda for a series of work sessions by the managers of any PSF—or by the managers together with some of the firm's stars or stars-to-be.

Robert H. Schaffer CMC is a principal in Robert H. Schaffer & Associates. He is author of High-Impact Consulting *(Jossey-Bass, 2002),* The Breakthrough Strategy *(HarperBusiness, 1988), and about 50 articles in the* Harvard Business Review, C2M, *and other publications.*

First Among Equals: How to Manage a Group of Professionals

Patrick J. McKenna and David H. Maister
(Free Press, New York; 2002;
ISBN 0-7432-2551-1) $26

REVIEWED BY PAUL GLEN CMC

Most professionals start their careers in the same way. Training in a field of specialty is usually followed by a stint as an intern or junior employee of an organization that allows them to build their technical skills. After that, career paths diverge. Some go into private practice, some go to work for clients, others perpetually hone their technical skills as employees, and some get "promoted" to lead a group of professionals.

The first experience of leading a group can be very disorienting and difficult. Few of us who have had that opportunity have been adequately prepared for the challenge. Even those with extensive business and management training can find leading such groups shockingly difficult. Little about the experience of being a professional prepares us for managing professionals.

But far from being a rare problem for a few people, this may be one of the most important challenges we or our clients will face in the future. In *California Management Review* (Vol. 41, No. 2, Winter 1999), Peter Drucker observed:

> The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the *manual worker* in manufacturing. The most important contribution that management needs to make in the 21st century is to similarly increase the productivity of *knowledge work* and *knowledge workers*.
>
> Knowledge workers are rapidly becoming the largest single group in the workforce of every developed country. They may already compose two-fifths of the U.S. workforce—and a still smaller but rapidly growing proportion of the workforce of all other developed countries. It is on their productivity, above all, that the future prosperity—and indeed the future survival—of the developed economies will increasingly depend.

Patrick J. McKenna and David H. Maister, consultants who specialize in the management of professional service firms, have written a new book that addresses this critical and difficult topic. McKenna is the coauthor of two previous books, *Beyond Knowing* and *Herding Cats*. Maister, who was among the first to bring academic focus to the study of professional services, is the author of three previous books, *Managing the Professional Service Firm, True Professionalism,* and *Practice What You Preach,* and the coauthor of *The Trusted Advisor.*

In four parts comprised of 23 short chapters, *First Among Equals* touches on a wide array of topics that reflect the complexity of managing professionals. Part 1, "Getting Ready," deals with the challenges of adopting the role of manager. This part alone is worth the price of the book. One of the greatest challenges of leading professionals is getting started; that is, establishing the manager's tasks, responsibilities, and relationships. The book appropriately recognizes that the choices are different for each professional group. The section's four chapters, "Clarify Your Role," "Confirm Your Mandate," "Build Relationships—One at a Time," and "Dare to Be Inspiring," offer a compelling approach to establishing leadership. The insights and checklists in this section reflect the authors' deep understanding of the professional's working environment.

For a manager of professionals, positional authority offers relatively little power, which is a considerable divergence from the traditional hierarchical practice. Without explicitly exploring the nature of power, the book acknowledges this dynamic through its selection of topics.

The 14 chapters in Parts 2 and 3, "Coaching the Individual," and "Coaching the Team," explain how to build personal relationships with professionals so that managers can influence, cajole, energize, and evaluate those over whom they have little power. These chapters offer good advice and insights, most of which would be valuable for managers of all types. The chapters on how to handle prima donnas is especially relevant, since most professional groups both suffer with and extol the value of a few particularly talented performers who resist being team players. The main questions the authors address in this section are:

- How do you get people to accept your guidance?
- Do people think you are a good listener?
- How can you understand and respond to people's differences?
- How can you be useful to those who need assistance?
- How do you deal with difficult people?
- How do you get people to buy into the need for change?
- Does your group have specific, clearly, articulated, shared objectives?

- What do members of your group owe each other?
- What gets group members to trust each other?
- Has your group selected an exciting challenge?
- What are good meeting disciplines?
- How do you acknowledge accomplishments?
- What do you do when team members fall out?
- How do you respond to dramatic events?

The five chapters in Part 4, "Building for the Future," focuses on nurturing junior professionals, integrating new people, managing the size of the group, measuring results, and why we should bother to worry about all this.

Although the book covers a broad range of topics, it is very readable. In fact, the book is organized to be a skimmer's dream. Key points are highlighted within the text, inviting us to skip along grabbing the most valuable nuggets of insight. Quotes from the many established managers interviewed for the book are set off, allowing us to skip over the stories or read them as we choose. Lists of advice and questions are everywhere, inviting us to pull out the most useful ones to pin up over our desks.

While these lists are very useful and comprehensive, they can also be a bit overwhelming. By the time readers reach the end of this book, they are likely to have two distinct reactions: first, "I'm really glad that someone has finally put all of this good advice in one place"; second, "I'm really intimidated. This job is very complex and hard to do."

Of course it's hard. But it is doable. At the end of the final chapter, the authors say we can handle the job by asking 10 key questions each week:

- Is anyone not complying with our group standards?
- Is anyone struggling?
- Who needs help, even if they're not struggling?
- Who needs energizing?
- Who needs recognition or appreciation?
- Is there anyone I haven't had coffee or lunch with (or otherwise paid personal attention to) in a while?
- Is anyone doing things that are disrupting the group?
- Who do I have the least solid relationship with?
- Are the juniors being looked after?
- Are there any conflicts going on between group members?

For those who have the responsibility or aspiration to manage professionals, this book offers a jump-start. Even for those with experience, it's not hard to find solid suggestions to improve performance. And for solo practitioners, the ideas in this book should be handy in client assignments where professionals are involved.

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Competitive Environmental Strategy: A Guide to the Changing Business Landscape

Andrew J. Hoffman (Island Press, Washington, DC; 2000; ISBN 1-55963-772-2) $30

REVIEWED BY ALIS VALENCIA

Why, you may be thinking, should I pay attention to a book on environmental strategy? The answer is straightforward: All signs suggest that we are rapidly approaching a time of environmental crisis that will leave no one—and no business—untouched. One of the clearest indicators is the World Wildlife Fund's *Living Planet Report 2002,* which notes that as of 1999 human consumption of natural resources exceeded the Earth's biological capacity by about 20 percent. Such high levels of consumption are causing global warming, desertification, lack of clean freshwater for one-fifth of the world's population, widespread destruction of natural habitats, species extinction, and much more.

As a consultant, you have the opportunity to help members of the business community both mitigate environmental damage and find new business opportunities by altering their strategic outlook. This involves a shift in mindset: Imagine that you are assisting a client with strategic planning and find that the firm will need to conform to new environmental regulations within

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If you are a consultant to management and have had a book or books published, please contact our Book Review Editor, Curt Kampmeier CMC, by fax: 614-488-9611 or e-mail: curtkampmeier@aol.com. We are building a database of published experts and want to be sure we're not missing recent titles that should be considered for review in *C2M.* Thank you.

five years. Which of the following options would you recommend? (A) Modify existing facilities, equipment, or processes to gain regulatory compliance, or (B) Seek opportunities to develop less problematic practices and create new products or services.

Option B seems the logical choice for any forward-thinking company: View the growing need for environmental protection as a source of economic challenge, opportunity, and innovation. But for the past generation, Option A has been selected by most companies because they treat environmental concerns as cost-generating side issues to be dealt with by technical specialists. So unless you are an environmental consultant or a marketing consultant who helps companies develop customer-attracting "green practices," it is unlikely that you have had much if any professional need to take environmental issues into account. Such conditions are unlikely to continue, however, because those companies that incorporate environmental values into their business strategy will be much more likely to thrive in the long run.

An environmental perspective encompasses much more than "pollution deriving from factory releases or vehicles or runoff." Indeed, any source of environmental harm qualifies for inclusion: Use of nonrenewable resources (oil, coal, natural gas), habitat (land, air, water) destruction, overuse of renewable resources (water, fisheries, forests), use of toxic chemicals, waste production, and so on. All businesses have the opportunity to adopt nonharmful practices and use products that have been created through such processes.

In *Competitive Environmental Strategy,* Andrew Hoffman maps the new world faced by companies choosing to create environmental strategy by integrating environmental and economic objectives. Viewed through the lens of environmentalism, notes Hoffman, answers to some of the fundamental questions of business—What is your product? What are your raw materials? What is your waste? Who are your competitors? Who are your partners?—take on a whole new aspect. For example, consider the imperative to reduce auto emissions. Since the 1960s, automakers and the oil industry have battled over whether engine design or fuel composition should be altered to meet emission limits, with first one, then the other "winning." Now that zero-emission, electric cars have been developed, a new question emerges: Which industry should manufacture vehicles run not by gas but by computers, servomotors, and switching equipment? Automakers or companies like Siemens AG and Motorola, Inc.? And what about the oil industry? Should a company continue in the business of providing natural gas and petroleum-based fuels or define its business more broadly as energy provision? Companies like BP Amoco and Shell, with their investments in solar power generation, suggest the answer.

Just as companies face an array of stakeholders, they face an array of what Hoffman terms "drivers of environmental protection." *Regulatory drivers* are the environmental laws and regulations that constitute the inescapable requirements for meeting government standards and requirements for disclosure. Companies have to meet the requirements of each country in which they do business, which provides opportunities for both raised and lowered standards. For example, U.S. manufacturers must meet increasingly stringent EU requirements for the recycling of packaging, consumer electronics, appliances, and autos. Or they can escape emissions or discharge limits by moving plants to less-regulated locations in Mexico or Southeast Asia, as Shell Oil and Bechtel Corporation have done by building a power plant in Mexicali, Mexico.

International drivers include the international trade agreements (GATT, WTO, NAFTA); environmental agreements (for example, restrictions on the transport of hazardous materials, distribution and use of pesticides, and the Kyoto protocol); and lawsuits across national borders. The August 2002 World Summit on Sustainable Development in Johannesburg, South Africa, was an unproductive forum for achieving new international agreements, but it was the setting for the creation of a new partnership between business (World Business Council for Sustainable Development) and environmentalists (Greenpeace).

Sources of financial capital, members of a company's value chain, and insurers constitute a firm's *resource drivers.* A company's ability to continue business operations as desired will be affected increasingly by its environmental performance. Reports of regulatory transgressions will alert shareholders to the possibility of poor management practices and insurers to heightened risk of claims, or buyers may demand the removal of a toxic substance in a product. Insurance companies, for example, are early institutional red flags concerning environmental risks—global warming, for example—that can be mitigated by company actions. *Market drivers*—consumer preferences, competitor practices, and trade associations—act as signals of opportunity (for example, renewable energy sources such as wind and sun) or of competitive pressures (hybrid—gas- and electric-fueled autos sold by Toyota and Honda, for instance) for companies.

"I can fix your deadline and money problems but it will take time and money."

Environmental organizations, communities, the press, religious institutions, and the courts are among the *social drivers* companies encounter. People, individually and collectively, focus the public's attention on corporate environmental performance, good and bad. Solutia (formerly Monsanto Company), recently found liable for releasing tons of toxic PCBs over several decades in Anniston, Alabama, and GE, ordered to clean up New York's Hudson River, are example of how citizen and court action can reveal company efforts to avoid responsibility for toxic waste. Such practices will often constitute the first signs of a change in social mores concerning environmental practices.

What does all this mean for companies? Their business environment has assumed another level of complexity *and* the opportunities for new ways to increase revenues and reduce costs have multiplied. To the more traditional realms of regulatory compliance, operational efficiency, and risk management, add capital investment, market growth, and strategic direction, as well as product design and process development.

Let's say that your client wants to explore expanding its manufacturing capacities. Sales are just keeping pace with demand, and it looks as if there is good opportunity to build market share. Additionally, building new facilities will allow the incorporation of energy-saving design and materials. You point out that trends in environmental protection suggest that within 10 years the EU will ban products containing some of the chemicals the firm uses currently and that the United States will require producers to take back their products at end-of-life for recycling. Building new facilities will provide an opportunity to incorporate new product design and manufacturing processes that will help the company maintain its market presence. But there is more: Perhaps the company should explore whether there are alternative ways to meet the same customer needs. The classic example of a company changing its strategy to minimize environmental impacts is Interface, Inc., a carpet maker. In addition to adopting the goal of zero waste, which has saved millions of dollars, the company offers carpet for rent rather than purchase. Interface is now providing a service as well as selling a product.

Hoffman expects that there will be a shift in environmental priorities over the next few decades. Currently, the primary foci are "fixing the damage to the environment" (remediation and restoration) and measures to treat pollutants (control). These will gradually be replaced by efforts to avoid causing harm.

To shift from reactive environmental management to proactive environmental strategy, companies must make a corresponding shift in organizational culture, structure, reward systems, and job responsibilities.

Environmental protection becomes the concern of all company functions—operations, accounting, marketing, human resources, strategic planning, legal, R&D, and so on. This represents major organizational change, and hence opportunities for management and other consultants who adopt environmental perspectives themselves. For example, a firm may need to reconfigure its organizational structure, create a new appraisal and reward system that recognizes integration of environmental and economic interests, and educate employees about the company's new environmental values.

Additional challenges lie in wait for the environmentally enterprising company. Hoffman points out, for example, that environmental standards are in constant flux, educational curricula may not provide individuals with suitable preparation to address environmental issues, economic and physical infrastructures have not kept pace with needs, measures of economic performance are incompatible with environmental protection, and international trade agreements such as the WTO and NAFTA subvert domestic efforts to protect the environment. Clearly there is much to be done just to get on track with environmental strategies.

Hoffman provides a comprehensive survey of what environmental strategy means for firms that decide to embrace the challenges—and opportunities—associated with the imperative to avoid causing additional environmental damage. The book was written to serve in part as a textbook and shows it, not only in its rather dense exposition but also in the many lists, recommended readings, and evident care taken to avoid expressing any bias concerning controversial issues. The two appendixes, one on U.S. environmental laws and the other on resources for environmental information, provide handy guides for getting up to speed on current issues and trends.

If you wish to keep on top of emerging issues for the business world, I recommend reading *Competitive Environmental Strategy.* As far as I know, there is no other book that introduces the notion of environmental strategy to business.

Alis Valencia is Editor of C2M. She has written several articles on the relation between business practices and environmental issues.

The Inclusion Breakthrough: Unleashing the Real Power of Diversity

Frederick A. Miller and Judith H. Katz
(Berrett-Koehler, San Francisco; 2002;
ISBN 1-57675-139-2) $24.95

REVIEWED BY RITA RIZZO CMC

This is a book I highly recommend to consultants who are interested in concepts relating to change management, responsible corporate citizenship, building inclusive organizations, and continuous improvement models. No, it is not just another book on the benefits of capitalizing on diversity in organizations. Although the first few chapters are devoted to educating the reader about the business case for leveraging diversity and building inclusion in organizations, *the book* goes far beyond the standard suggestions that commonly appear in diversity management books.

Miller and Katz have coined the term “diversity in a box” to describe the usual strategies employed by organizations in an attempt to manage or capitalize on diversity. These strategies are separate and apart from the “real business” of the organization and tend to focus on identity groups within the organization. These approaches may work in the short term to raise awareness of diversity issues or to bring diverse workers into an organization, but they have little impact on retaining a talented and diverse workforce or expanding market share and profitability of the company. They do even less to ensure that all of the talent employed by the company is fully leveraged, to develop the employer as an “employer of choice” for the brightest and best, and to ensure that the corporation is a responsive and responsible corporate citizen in its community. The authors contend, “Diversity without inclusion does not work.”

As a management consultant who specializes in diversity work, I didn’t get terribly excited about the book until I read the subheading “Leveling and Raising the Playing Field.” Those of us in the field already know that “diversity in a box” doesn’t work. Many of us have been scratching our heads and wondering what will work. The concept of leveling the playing field is an old one, but raising it as an early step in a diversity initiative? Now that is something to chew on. We know what it takes to level the playing field; remove barriers to diversity, eliminate the “isms,” increase diversity through recruitment and hiring, and eliminate biases in assignments and promotions. These are not easy steps, but at one point in our evolution in thinking about diversity we were hopeful that these steps would be sufficient. Raising the playing field means developing cross-difference partnership skills such as enabling, engaging, and partnering with an increasingly diverse pool of people; continual individual and team development; and creating systems to enable all people to do their best work. As the authors tell us, “When disrespecting people, including the dominant group, is standard practice, elevating everyone up to that level is not the answer.” When raising the playing field, we encourage higher levels of performance from everyone in the organization and ask every member to tap into his or her area of unexplored potential.

“The way of life model” describes the sequential steps needed to achieve a higher performing organization. Develop individual awareness of the diversity issues of all members of the organization, implement various programs and activities to immediately acknowledge the most pressing issues, combine programs and activities into a full blown initiative, link and align the entire initiative into the strategic work of the organization, and make this the new way of doing business.

Miller and Katz further break down this process in a model they have entitled “The Inclusion Breakthrough Cycle.” The model illustrates that *external forces* affect what is required of everyone in an organization, from the top down. These forces require that the organization develop *new competencies* at all levels to respond to the ever-changing and demanding environment. To support these enhanced competencies, the organization must *align policies and practices* to hold everyone accountable for developing and using the new definitions of competence. At this point, an organization is well on its way to *supporting inclusion as a way of life.* Only now is the organization ready to *leverage a diverse workforce.* Leveraging a diverse workforce requires developing and using the talent in the organization to inspire *innovations in products and services* and to *enhance interactions with stakeholders*—thus enabling the organization to become a more responsive and responsible community member. The happy side effect of product and service innovations is enhanced value of the organization to the marketplace. Since value-added products and services tend to produce higher customer expectations, there is a need for continuous improvement in the organization in order to be responsive to the external forces of market demand. Now the organization has come full circle and must again develop new competencies and enter into a new cycle of inclusion. The authors devote a full chapter to each step in the cycle and make the reading interesting by using 25 case studies to illustrate the pros and cons of various approaches.

The book includes an eight-page glossary of terms to ensure the reader's understanding of the language of inclusion and ends with a detailed index that makes it handy to use as a reference manual.

My only unmet wish after reading this book is for more information as to how to deal with the "holdouts." Examples of holdouts might be those in the organization who still value assimilation over inclusion, or those who value the status quo over progressive and profitable change. Such individuals are apt to find both overt and covert methods to slow or stall even the best-planned inclusion strategies.

The Inclusion Breakthrough has something for everyone. Diversity consultants get a chance to learn from the masters at the Kaleel Jamison Consulting Group. Consultants to management who have not previously considered issues of diversity as imperative to the stability and growth of a company will appreciate its impact on every issue of corporate life and functioning. Retention specialists will understand why today's corporation must consider issues of inclusion as critical to retaining top talent. Marketing consultants will enjoy the emphasis placed on market saturation and expansion as a result of a successful inclusion initiative. I guess that is really the idea behind inclusion, isn't it? Inclusion has something for everybody.

Rita Rizzo CMC (rrizzo480@aol.com; www.rizzoandassociates.com) is the Principal of Rizzo & Associates, an 18-year-old Ohio-based management consulting and training firm. Ms. Rizzo works internationally as a diversity management consultant and trainer, and as an inclusion facilitator.

How to Establish a Unique Brand in the Consulting Profession: Powerful Techniques for the Successful Practitioner

Alan Weiss (Jossey-Bass/Pfeiffer, San Francisco; 2002; ISBN 0-7879-5513-2) $39.95

REVIEWED BY DAVID BUSHKO

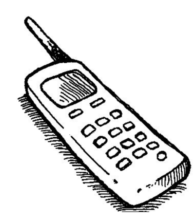
There is an old story about a church that hired a preacher. When the preacher delivered his first sermon, the congregation thought it was a good one and was pleased they had hired him. The second Sunday, the minister preached the same sermon. Well, it was pretty good, and, though it was a bit out of the ordinary to hear the same sermon two weeks in a row, the congregation generally was glad to have the review. The third Sunday, the minister preached the same sermon again. Now, the congregation was getting a bit restless and feeling that enough of a good thing was enough. When the minister preached the same sermon the fourth Sunday, one of the deacons approached him and said, "Reverend, that's a fine sermon, but you've preached it four weeks in a row." "Yes," replied the clergyman, "and I'm going to continue preaching it until you get it right."

I thought of this story while reading this book by Alan Weiss. He has been preaching the same "Cast-thy-bread-of-value-upon-the-client-waters-and-reap-the-profits" sermon for a number of years. Weiss is a smart guy who pours a lot of good thought into his books. The result is sound theory and expert practice. Best of all, it works, so there's no reason for him to stop preaching his gospel until we've all got it right.

Not incidentally, Weiss's message applies to more than just consultants. Those in other service firms and professions, and those in small- to medium-sized businesses, can all benefit from Weiss's message. In other words, we don't need to hesitate to use Weiss's wisdom to create value for our clients. I don't.

The sermon in this book focuses specifically on branding and opens with some solid arguments for consultants to get on the brandwagon. "Brands create an attraction to a particular source of products or services, and that attraction is often so strong that normal discrimination, skepticism, and price sensitivity are subordinated." As a result, both attracting and retaining clients is easier. Cost of sales goes down. Furthermore, a well-defined brand provides a clear guidance system to help all of us run our businesses more cost-effectively.

There is a negative reason for branding that's equally persuasive. "Just as in life, in which failure is the default position . . . a negative image or brand will usually be the default position." That is, if we don't take charge of our brand, our customers will. And since criticism



comes easier to most people than praise or acceptance, they are more likely to define our brand negatively than positively. Better, therefore, to define it for them.

From there, Weiss leads us through the branding process, from analyzing our current position, to identifying our appropriate positioning, to planning our brand communications tactics.

As good as his explanations and examples are, Weiss's real strength is that he doesn't just tell us what to do, he actually does everything for us but the thinking that only we can do. He does it with lists. Weiss is the List Meister. Everything he tells us to do is accompanied by a list of sorts. In this space, I can give only a few examples. It seems appropriate to list them.

1. What is the current state of our brand? There's a listing exercise to help figure that out. We have to do the listing, but Weiss tells us what the list should include.

2. What should our brand attributes be? Weiss gives us a list of helpful questions with explanations for figuring this out.

3. How can we get a book published? Weiss provides a checklist for "Creating a Great Proposal," with ample explanation for each item.

4. How can we do well on the lecture circuit? Follow Weiss's list of "quick methods to establish a speech even if we've never professionally spoken before." And before we go to our engagement, we need to review Weiss's checklist of "Speaker Marketing Support Musts."

5. How can we make our brand irresistibly attractive? Weiss calls this attraction "Marketing Gravity." To build it, just follow Weiss's list of simple rules for gravity elements.

But this isn't a book simply about how to live our branding life righteously. Weiss also alerts us to the temptations that might distract us from the true way. He does this with a list of 12 branding myths—as he puts it, "a dozen types of advice you can ignore immediately."

■ *Myth #1:* A tight intellectual argument is sufficient. According to Weiss, this is wrong because "logic makes people think and emotion makes them act." You've got to have both.

■ *Myth #2:* You must analyze the environment for need. The problem with this approach is that it puts too much emphasis on "what is," and too little on "what if." Weiss notes that powerful brands often create a new need rather than simply satisfy a current one. When creating brands, he advises us to consider "how they'll appear in a year's time and how flexible they are to changing times."

■ *Myth #3:* Clever catch-phrases and adages are sufficient. Not if they aren't compelling to the buyer at some personal level. Therefore, while it is true that prospects act on emotion, the emotion has to relate to a real, perceived need. "There has to be a 'connection' for brand appeals to work, even on the emotional level." Catchphrases and adages that don't make this connection don't work.

■ *Myth #4:* Brands are developed over a long period of time. This used to be true, but in the electronic age of instant brands, such as Amazon.com, PalmPilot, and Virgin Airlines, brand-building can occur much more rapidly.

■ *Myth #5:* Brands must be honed for specifically defined targets. In today's world, traditional demographic groups such as "white, middle-aged, females" come in less easily identifiable slices. Now, there are lifelong learners, second-career retirees, and so on. As a result, we need brands with wide appeal, so all possible groups can evaluate the use of our services. Or as Weiss puts it, "Cast a wide net, not a single hook."

■ *Myth #6:* Advertising is the be-all and end-all in branding. Weiss doesn't think too highly of advertising as a brand-building tool. "Most advertising—in any form—is nearly worthless, because it tends to focus incorrectly on what you do rather than on what the buyer receives. It is task- and input-oriented rather than result- and output-oriented." In his mind, we need to shift our efforts to public relations. "Consultants interested in branding must 'influence the influencers,' meaning that it's often far more effective—exponential, in fact—to pursue editors, reporters, pundits, interviewers, alliance partners, trade association heads, and allied professionals (attorneys or CPAs), who in turn influence your potential buyers."

■ *Myth #7:* You can brand only a tangible product. This is no longer true in our knowledge/information economy. For consultants especially, the ideas, methods, and approaches we use in various services and projects have branding potential that shouldn't be overlooked. Weiss advises us to "think about branding ideas that are not reliant on a workshop delivery method, a rigid six-step template or a clever matrix. Moreover, consider the ultimate transcendental brand, which has the most enduring nature of all in changing times: You."

■ *Myth #8:* Brands require active, aggressive management. A brand shouldn't divert our attention from our true purpose—obtaining business and delivering high-quality results. "It is not and should not be a separate end requiring high levels of attention and investment."

■ *Myth #9:* Brands need to be specific and focused. Yes, but these are relative terms. How specific and how focused is up to us. If I say I'm a doctor, that's more focused than saying I'm a member of the medical profession. And brain surgeon is more focused than doctor. We need to decide how (by specialty, by region) and how narrowly (for example, strategy, operations strategy, beverage operations strategy) we want to define ourselves. Weiss's advice is "to create brands with the broadest possible appeal for your expertise and your passion, while still creating a 'perimeter' within which to focus."

■ *Myth #10:* Brands must continually grow toward universal recognition. True for CocaCola, McDonald's, or some other multinational, but not for most consultants. In our case, what's important is "to achieve brand recognition in those market segments that are important for current and future business."

■ *Myth #11:* The brand is external to the customer. This myth certainly didn't originate with anyone who knows anything about brands. If our brand doesn't exist within our customers' minds, if they haven't embraced it with loyalty, it doesn't exist at all. As Weiss notes, "It's important to allow your customers to participate in the brand . . . Business doesn't exist without clients, and neither do brands. The greatest acceleration you can provide is to allow your clients to participate."

■ *Myth #12:* Brands in and of themselves have little value without substance. I've never known anyone to espouse brands without substance, and Weiss is no exception. What he counsels, here, however, is that we take time to consider how our brands might be perpetuated beyond our own association with them. As examples, he cites authors such as Tom Clancy who have loaned their names to books actually written by others. This is an element of brand strategy that individuals and small firms in particular need to weigh carefully, and Weiss's discussion is a good starting point.

Overall, this book is Weiss mentoring us between hard covers. He explains what we need to do, tells us how to do it, and then gives us the tools we need to go out and do it right. For consultants, I don't know a more useful branding book.

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Building a Project-Driven Enterprise: How to Slash Waste and Boost Profits Through Lean Project Management

Ronald Mascitelli (Technology Perspectives, Northridge, CA; 2002; ISBN 0-9662697-1-3) $39.95

REVIEWED BY A. J. VASARIS CMC

How do consultants to management approach their work? Many, if not most, proceed in much the same way that project managers do. One approach is described in this book by Ronald Mascitelli, who develops and teaches workshops on lean project management for firms such as Boeing, Rockwell Automation, Hughes Network Systems, and Edison International.

As consultants, we are always trying to deliver value to our clients and potential clients. This is important so we all can save money and time and benefit from our knowledge and hard work. This book describes how every task and activity within a project should create value. The author names this "Lean Project Management."

The first five chapters define the theoretical and philosophical rationale for getting lean. Mascitelli begins by describing the five principles of Lean Thinking, which is the basis for Lean Project Management, and offers a very practical definition of value: "Value is anything that a customer will gladly pay for." Simple, yet eloquent, and a springboard to these five principles:

Principle #1: Precisely specify thevalue of each project.

Principle #2: Identify the value stream for each project.

Principle #3: Allow value to flow without interruptions.

Principle #4: Let the customer pull value from the project team.

Principle #5: Continuously pursue perfection.

The fifth principle, while not specifically stating any value operation, simply implies that the first four principles are never achieved and one must continue to work through them. Mascitelli goes on to describe such wasteful activities as work queues, planning and approving cycles, analysis paralysis, and other time-batching processes. He even describes one of my monumental frustrations and a big time-waster, the so-called regularly scheduled meeting. More on that later.

After defining four levels of standard work and relaying some lessons on information theory, Mascitelli moves to his toolbox, or methodology, for Lean Project Management. There are twelve Lean Methods. Each is reviewed in detail and then summarized in a one-page Method at a Glance. Each Glance is broken into six sections—Overview, Waste-Slashing Benefit, When to Apply, Who Can Use It, and Typical Implementation Profile. Referring frequently to these twelve pages will continually remind us how to keep lean.

Mascitelli's methods are ideas and techniques we can use immediately. For example, Method #3, Urgency Driven Stand-Up Meetings, begins with a description of how meetings drain project productivity. Besides the time wasted in the meetings, there is the time getting to and from them, time waiting for everyone to show up, time waiting for our topic or area of interest, and time wasted by a myriad of tangential conversations. Through the author's description, we can easily see ourselves sitting in a typical meeting. He offers quick countermeasures—simple rules for lean meetings:

Rule #1. Restrict meetings to no more than one hour.

Rule #2. Have only a single agenda item.

Rule #3. Invite only people who have a need to be there, no one else.

Rule #4. Provide pre-work in advance.

Rule #5. Do not begin until everyone agrees on the deliverables of the meeting.

Rule #6. Put tangential discussions in a "parking lot" for future discussions.

All the Lean Methods, like this one, are easy and practical and can be implemented without knowing all the nuances of the entire Lean Project Management methodology. And most are just as usable by consultants to management as by internal project managers.

Speaking of tangential conversations, the author devotes a long chapter to the special case of product development. Since the earlier Lean Project methodologies work just fine in product development projects, this chapter seems to interrupt the flow of the book. Perhaps Lean Product Management deserves a book of its own.

Part 4 provides the mandates for a project-driven organization, what Mascitelli calls "tough love for managers"—we could say tough love for consultants to management, as well. The mandates are presented in a question-answer format, as if we have just spent a whole day in one of his seminars and at the end he asked, "Any questions?" So we ask and he answers questions about how to implement what we've read.

Mascitelli concludes with the Lean Project Management Maturity Model. This includes, for instance, an Improvement Blitz that we can use to produce immediate results through a fast and effective waste-eliminator. By using at least some of the Lean Methods (refer to those Methods at a Glance), the project team can quickly brainstorm and identify opportunities to eliminate waste right away, as well as at the beginning of the next project.

Then there is a quick lesson on value-stream mapping, a more time-consuming process. Value-stream mapping (similar to ISO 9000 Quality Gap Analysis) identifies the current situation and the means to achieve future goals. The process is presented as simple and straightforward, but to really try value streaming, we'd need to research some additional resources.

Reading *Building a Project-Driven Enterprise* and learning about Lean Project Management adds another tool to our tool belt. We can use it as we would other tools, such as the theory of constraints, Total Quality Management, Six Sigma, the Balanced Scorecard, or the tools in the *Project Management Book of Knowledge.*

The book is easy and fun to read. It is peppered with case studies, anecdotes, and stories, and it is well written in a light, conversational style. The author asks questions throughout to make us think and form our own answers prior to learning his approach, which is an added plus. Anyone in business can find value in this book, but project managers and consultants to management will relate most closely with the waste-slashing ideas.

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Linkage Inc.'s Best Practices in Leadership Development Handbook

David Giber, Louis Carter, and Marshall Goldsmith, Editors (Jossey-Bass/Pfeiffer, San Francisco; 2000; ISBN 0-7879-5237-0) $68

REVIEWED BY GLENN P. ALLEN

In 1998, Linkage Inc. and Warren Bennis completed a study of more than 350 companies and their leadership development programs. Their findings, exemplified by 16 case studies, are published in this book and show that today's dynamic marketplace brings common challenges to many organizations, irrespective of industry. New regulations are increasing operating costs, customers are demanding improved services and higher quality, many organizational values are outdated, and management often lacks the competencies needed to lead in a world of work far more dynamic today than at any time over the past 200 years of relative stability and growth. With its case-study approach, this book tells us how leading organizations from a wide range of industries have designed and implemented leadership development programs in order to position themselves for sustainable growth and productivity.

This handbook is a rudimentary overview and summary of best practices, apparently meant for the reader new to the fields of leadership and organization development (OD). As such, it does not present particularly groundbreaking information for seasoned OD and management consultants who are already well versed in the importance of training, feedback, and mentoring to any organizational change initiative. When Bennis writes in the foreword that "companies that . . . successfully build their high-potential employees use structured leadership development systems," he affirms what most OD consultants already know.

This book is useful for the student being introduced to the field or for the consulting professional looking for examples of approaches to leadership development. It provides a solid overview of the characteristics of successful leadership development programs, namely, utilization of a leadership competency model, management support, and systematic education. The editors' and case writers' emphasis on the usefulness of action learning is a strong reminder that the very best way to ensure transfer of learning is to have people learn with, and practice on, real-life, real-time issues in the workplace.

Four hundred and fifty pages of case studies is a dense read, and Bennis's foreword summarizes the results of the research project well. He and the book's editors track the most common facets of the leadership development programs they reviewed, many of which typify their own six-phase leadership development approach. The phases of that approach are as follows:

- Phase one, *business diagnosis,* focuses on developing a vision for the organization and asks: "Where are we now in relationship to our goal?" "What are some of the existing barriers to reaching our goal?" "How do we move from where we are today to where we need to be tomorrow?"

- Phase two, *assessment,* informs leaders where they stand in holding the competencies needed to meet organizational goals. Action plans are developed to help leaders drive the organization forward.

- Phase three, *program design,* identifies elements of some successful leadership development programs. For example, Colgate-Palmolive uses a learning journal, which provides participants with a method to immediately apply their learning. PECO Energy, BP Amoco, and Abbott Laboratories incorporate simulation into their programs. In the United States Army, role-playing—understanding key management, operation, and deployment procedures—is the primary focus. Other programs build customer perspective into their training, and many stress the development of internal and external community.

- Phase four, *program implementation,* is the process of education and training, and in top programs it is heavily supported by action learning. The MathWorks, The MITRE Corporation, Gundersen Lutheran, Imasco, and Motorola are organizations with outstanding implementation programs that expand thinking and set proper expectations for how the learning will affect the long-term value of action teams and overall business results.

- Phase five, *follow-up structure,* creates follow-up to the implementation program. In many organizations, this phase is considered the most important element. In order to ensure continuous learning, many organizations have developed mentoring or coaching programs that share critical skills with future leaders, help develop management competencies, and measure performance.

- Phase six, *evaluation,* measures the progress of the overall leadership development approach. Based on the results of the initial diagnosis and assessment, this is the point at which an organization either adjusts its program to more specifically meet its needs, or expands its current program by adding resources that make the training and education available to more people within the organization.

Bennis asks whether companies should invest in leadership development. The answer, of course, is a resounding yes. But perhaps it's more important to ask if the organization is ready to support a leadership development program. Each of the organizations represented in the book's case studies recognized, before implementing a program, that the development of more competent leaders had to occur or there would be a negative impact on the bottom line. This is not the case in every organization. Many organizations invest money in leadership programs that fail because they are not viewed as essential to overall business strategy.

A serious weakness of the book is its failure to address the question of what may be missing from the many competency models described in the cases. For example, there is almost no mention of building an inclusive work culture where diversity is leveraged for higher performance. Best practices in leadership development should surely include cutting-edge experiences to help leaders turn the frequently confusing dynamics of difference into real-world capabilities that lead to better performance through people.

While it's wise to start leadership development efforts with a diagnosis of the organization and an assessment of its leaders (Phases One and Two, above), diversity issues are not typically approached with comfort, readiness, or preparedness. When important questions about critical aspects of human interaction are left out of the initial phases of program design, it is unlikely that sensitive answers will emerge on their own. For example, it is much easier for people to answer without specificity questions about the gaps in an organization's performance than it is to say something specific and risky such as, "As a person of color, I feel as though my voice is not heard in this organization and that I have been systematically excluded from opportunities for mentoring, coaching, and advancement." When such information is absent in the initial diagnosis and assessment phases, competencies for building inclusion and leveraging diversity cannot be integrated into the leadership development work that needs to be done. Leadership development professionals must design trustworthy and confidential processes where the difficult questions can be asked, truthful answers given, and all voices heard and considered. Best practices can be developed only when leaders are open to answers they may not wish to hear—answers that may point to significant reasons why parts of the enterprise don't work. Brave organizations become best-in-class by discovering and addressing that which others miss.

Still, this handbook provides much useful information and should be a valuable training tool for people new to the field of organization development. Also, because of the scope of organizations represented in the case studies, the book should serve as a solid benchmarking resource of best practices in leadership development. The training programs, models, and methodologies included in the book can help internal consultants, human resource professionals, leaders of small organizations, government agencies, and not-for-profit organizations develop a customized leadership development program.

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The Art of Profitability

Adrian Slywotzky (Warner Books, New York; 2002; ISBN 0-446-53150-2) $20

REVIEWED BY CURT KAMPMEIER CMC

I've wanted to read the work of Adrian Slywotzky ever since his book *The Profit Zone* was named one of B*usiness Week*'s 10 best business books of 1998. Before that, he wrote an intriguing book titled *Value Migration,* and since then he's coauthored *Profit Patterns* and *How Digital Is Your Business?* As you've guessed, I haven't gotten to any of those. So, it's a particular pleasure to have read his new book and believe that I just may have gotten a good introduction to, and overview of, his work.

This reading was also a pleasure because Slywotzky did not use the traditional didactic form of nonfiction. Rather, he invented a guru who is the world's master on the subject of profitability; he added an exceptionally good student, ideal conditions, and an agreement to work together—master and student—off and on for nearly nine months.

In that work together, we see 23 different ways companies make extraordinary profits. We get stories, illustrations, hard questions, recommended reading, and homework—all to use if we want to make it a 23-week program for our clients or ourselves. This makes a good story and easy reading about what is very hard work if one wants to really master those 23 art forms and have them available for use as opportunities present themselves.

Management consultants need these many art forms because no two businesses are the same. So, we are taught to ask, and helped to answer, these fundamental questions:

- How does profit happen for my client? for its competitors?
- How well do all the people in my client's organization understand its profit models?

CALL FOR BOOK REVIEWERS

C2M publishes reviews on a range of books, reflecting the broad interests of management consultants. Recommendations regarding books to be reviewed are welcome. Should you be interested in writing a book review, make yourself known to Curt Kampmeier, Editor, Book Reviews. His address is 1000 Urlin Avenue, Suite 212, Columbus, OH 43212-3325; tel: 614-488-4401, fax: 614-488-9611, e-mail: curtkampmeier@aol.com.

- Are there new profit models my client could apply to improve profitability?

- Which of my client's initiatives may impair its profitability and should be discontinued?

- What specific actions can my client take to improve its profit position?

As we work on these questions, we find that learning how to apply the right profit model to an individual business demands a particular kind of thinking. Our learning progresses from awareness to awkwardness to application to assimilation and, finally, to art. We need to analyze what the numbers in a business reveal about the relationships, connections, and cause-and-effect forces that make profit happen. Yet we must come to think like an artist—with general principles but no formulas.

There are places in this book that are not entirely clear, and places where the author presumes knowledge on the part of the reader that may not be there. But those occasions are infrequent, and no book is perfect. They hardly detract from what otherwise is an artful and successful approach to a complex subject.

The fictional guru in the book is, of course, Slywotzky himself; and for the most part, he deserves the position he takes. I say that because he is a graduate of Harvard College, Harvard Business School, and Harvard Law School; because he is the author of the books mentioned earlier; because he is a seasoned vice president of Mercer Management Consulting, a global strategy consulting firm; and because *Industry Week* named him one of the six most influential people in business, along with Peter Drucker, Bill Gates, Andrew Grove, Jack Welch, and Michael Porter. I tell you all this because I want you to take him and his book seriously. It's good stuff. I hope you'll read it. No matter what your particular area of expertise, you'll be a better consultant to management for having done so.

Managing in the Next Society

Peter F. Drucker (St. Martin's Press, New York; 2002; ISBN 0-312-28977-4) $24.95

REVIEWED BY CURT KAMPMEIER CMC

In this, his 32nd book, Peter Drucker says that for the last half century, we in the free world have taken society for granted, despite startling and profound technological and economic changes. These changes will not stop, but we can no longer take society for granted. We must understand the realities of what Drucker calls the "Next Society," and we must base our recommendations for policies and strategies on those realities, if we are to help our clients exploit the opportunities presented by the changes all around us. This is true for us and for all those in business, social services, and government, whether their enterprises be small or large. Drucker's purpose in this book is to help us and executives everywhere successfully manage in that Next Society.

Broadly, there are four parts to the book—"The Information Society," "Business Opportunities," "The Changing World Economy," and "The Next Society." In some chapters in those sections, Drucker writes about traditional management topics; elsewhere he does not. Nowhere does he deal in depth with the management fads of the last 20 years. Yet, as he says, "this is very much a book for executives and indeed very much a book about managing. For the thesis that underlies all the book's chapters is that major social changes that are creating the Next Society will dominate the executive's task in the next 10 or 15 years—maybe even longer."

In times of great challenge such as ours, managers and their advisors cannot succeed just by being clever. Despite short-term diversions, they must be aware of, and solidly grounded in, the underlying and predictable trends that will persist for a relatively long time. And they must take advantage of those trends for the benefit of the institutions and stakeholders they serve. And, to repeat, the basic trends that need more attention are not economic or technological but social.

These fundamental trends that are forming the Next Society are without precedent. Chiefly, they are: (1) The dramatic worldwide shrinking in the number of young people in the population, along with rapid growth in the older population; (2) the growing importance of knowledge workers—that is the social impacts of the information revolution; (3) the continual decline of manufacturing as a source of jobs and wealth; and (4) the elemental changes in how corporations and top management organize and function. "In times of great uncertainty and unpredictable surprises, even basing one's strategy and one's policies on these unchanging and basic trends does not automatically mean success. But not to do so guarantees failure."

As he has for 60 years, Drucker writes with a grasp of history, with a large and grand view, with prescience, and with authority unmatched by anyone writing about management today. All consultants to management—especially those of us working in small niches—will benefit from this provocative writing about what's happened, what is happening, and what will happen in society and the profound effects of that on the people and organizations with which we work.

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