

BUSINESS DRIVEN BEST SELLERS



Chapter 1

Chapter 1

Does IT Matter?

By Nicholas Carr (Harvard Business School Press, 2004)

Does IT Matter? looks at the bursting of the technology bubble, pundits, consultants, and thought leaders have argued that information technology provides the edge necessary for business success. IT expert Nicholas G. Carr offers a radically different view in this eloquent and explosive book. As IT's power and presence have grown, he argues, its strategic relevance has actually decreased. IT has been transformed from a source of advantage into a commoditised 'cost of doing business'-with huge implications for business management.

Expanding on Carr's seminal Harvard Business Review article that generated a storm of controversy, *Does IT Matter?* provides a truly compelling and unsettling account of IT's changing business role and its levelling influence on competition.

Through astute analysis of historical and contemporary examples, Carr shows that the evolution of IT closely parallels that of earlier technologies such as railroads and electric power. He goes on to lay out a new agenda for IT management, stressing cost control and risk management over innovation and investment. And he examines the broader implications for business strategy and organization as well as for the technology industry.

Does IT Matter? marks a crucial milepost in the debate about IT's future.

(http://www.amazon.com/gp/product/product-description/1591394449/ref=dp_proddesc_0?ie=UTF8&n=283155&s=books

Accessed March 2009)

The Dumbest Moments in Business History: Useless Products, Ruinous Deals, Clueless Bosses, and Other Signs of Unintelligent Life in the Workplace.

By Adam Horowitz and the editors of Business 2.0 (New York: Portfolio, 2004).

In *The Dumbest Moments in Business History*, the editors of Business 2.0 have compiled the best of their first four annual issues plus great (or not so great, if you happen to be responsible) moments from the past. Grouped by theme—bosses gone bad, criminally creative accounting, etc.—*The Dumbest Moments in Business History* is a fun and funny look at the big-time ways that big-time companies have screwed up through the decades. Featuring numerous funny anecdotes, each reveals a person or organisation that should have known better, but just did not. If you are interested in learning how not to conduct business take a look at the valuable lessons provided in this book. From New Coke to the Edsel, from *Rosie* magazine to Burger King's 'Herb the Nerd,' the book's highlights include:

- A Romanian car plant whose workers banded together to eliminate the company's debt by donating sperm and giving the proceeds to their employer.
- The Heidelberg Electric Belt, a sort of low-voltage jockstrap sold in 1900 to cure impotence, kidney disorders, insomnia, and many other complaints.
- The time Beech-Nut sold '100% pure apple juice' that contained nary a drop of apple juice.
- The Midas ad campaign featuring an elderly customer ripping open her blouse and showing her 'mufflers' to the guys in the shop.
- A London video game maker that sought volunteers who would allow the company to place ads on the headstones of deceased relatives.

Why Most Things Fail: Evolution, Extinction, and Economics.

By Paul Ormerod (Hoboken, NJ: John Wiley and Sons, 2005).

Failure is the most fundamental feature of biological, social, and economic systems. Just as species fail—and become extinct—so do companies, brands, and public policies. And while failure may be hard to handle, understanding the pervasive nature of failure in the world of human societies and economies is essential for those looking to succeed.

Linking economic models with models of biological evolution, *Why Most Things Fail* identifies the subtle patterns that comprise the apparent disorder of failure and analyses why failure arises. Throughout the book, author Paul Ormerod exposes the flaws in some of today's most basic economic assumptions, and examines how professionals in both business and government can help their organisations survive and thrive in a world that has become too complex. Along the way, Ormerod discusses how the Iron Law of Failure applies to business and government, and reveals how you can achieve optimal social and economic outcomes by properly adapting to a world characterized by constant change, evolution, and disequilibrium.

Filled with in-depth insight, expert advice, and illustrative examples, *Why Most Things Fail* will show you why failure is so common and what you can do to become one of the few who succeed.

Chapter 2

Reengineering the Corporation.

By Michael Hammer and James Champy (New York: Harper Collins, 2003).

Business process reengineering reached its heyday in the early 1990s when Michael Hammer and James Champy published their best-selling book, *Reengineering the Corporation*. The authors promoted the idea that radical redesign and reorganization of an enterprise (wiping the slate clean) sometimes was necessary to lower costs and increase quality of service and that information technology was the key enabler for that radical change. Hammer and Champy believed that workflow design in most large corporations was based on invalid assumptions about technology, people, and organizational goals.

Execution.

By Larry Bossidy and Ram Charan (New York: Random, 2002).

Organizations face many challenges in today's shaky economy—competitive battles, increased costs, decreased margins, and a host of other internal and external forces. To shore up their companies' responses to these factors, today's leaders must be able to take the goals they set for their organizations and turn them into results. Unfortunately, too many companies struggle to bridge the gap between goals and results—they create solid, logical, even bold plans, but are unable to execute properly.

Honeywell CEO Larry Bossidy and management adviser Ram Charan contend that the reason for this gap is that businesspeople do not think about execution as a discipline or a cornerstone of a business' culture—and they must. From middle management all the way up to CEO, a company's leaders must recognize execution as the most important collective set of activities in which they can engage. No more is there room for leaders who rely merely on their vision to get from goals to results; to survive, they must get more involved in the details of execution. There is much work to be done, and *Execution* shows you how to do it.

More for Less: The Power of Process Management.

By Andrew Spanyi 2006 Meghan Kiffer Pr

What do your customers really want? 'More for less,' of course! They want more value, more service, more consistent delivery, more accuracy, and ever more responsiveness. They want less hassle, less bureaucracy, less sales pressure -- and, they want to pay 'less' for this 'more.' Unless you can provide your customers with 'more for less,' you can be assured they will find someone else who can, and sooner rather than later. There's no magic to providing more for less, but it requires a management mindset that's different from the norm--and that's precisely what this book is about. The findings in the 2004-2005 Mindset Study, based on exclusive interviews with frontline executives, went into the making of this book. With clarity and insight, Spanyi has penned the definitive guide for business leaders who are determined to deliver more for less to their customers and shareholders.

(http://www.amazon.com/More-Less-Power-Process-Management/dp/0929652037/ref=cm_cr_pr_product_top Accessed March 2009)

Decision Support and Business Intelligence Systems (8th Edition) (2006) Prentice Hall

by Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda

Decision Support and Business Intelligence Systems 8e provides the only comprehensive, up-to-date guide to today's revolutionary *management support system technologies*, and showcases how they can be used for better decision-making. This completely revised and re-titled edition incorporates the expanded coverage of Business Intelligence and reflects the emphasis that most decision support courses are now taking.

Chapter 3

Re-Imagine?: Business Excellence in a Disruptive Age

By Tom Peters (DK ADULT, 2006)

Peters looks at the world in an age of financial upheaval, terrors and global penetration of businesses, and global economies. He presents a number of themes each reinforcing his belief that we are in a new business climate and we'd better make some big changes.

- Basing all business (from the smallest department to the biggest megacorp) on projects and the professional service firm model, thus increasing value.
- Embracing branding and design--and providing experiences to Clients rather than just products and services.
- Charging after new markets: Boomers, seniors and--especially--women.
- Relentlessly pursuing talent, especially among (again) women.
- Rebuilding education to prepare young minds for the new world they will soon face.

<http://www.amazon.com/Re-Imagine-Business-Excellence-Disruptive-Age/dp/0756617464> Accessed March 2009)

The Innovator's Solution.

By Clayton Christensen and Michael Raynor (Harvard Business School Publishing, 2003).

Roughly one company in every 10 is able to sustain the kind of growth that translates into an above-average increase in shareholder returns over more than a few years. Once a company's core business has matured, the pursuit of new platforms for growth entails daunting risk. To put it simply, most companies have no idea how to grow, and pursuing growth the wrong way can be worse than no growth.

In *The Innovator's Dilemma*, Clayton Christensen displayed how companies that focus on high-end products for profitable customers can be blindsided by 'disruptive technologies' from new competitors—innovations that target low-end customers seeking cheaper products. In *The Innovator's Solution*, Christensen and co-author Michael Raynor show how established companies can create disruptions rather than being destroyed by them and how to turn innovative ideas into new disruptive products that will lead to long-term profitable growth.¹

Purple Cow.

By Seth Godin (New York: Penguin Group, 2003).

Following the traditional rules of marketing is not enough anymore. Consumers are simply inundated with information channels from newspapers and magazines to blogs and email. In today's competitive market, companies must create a remarkable new product to make customers to notice. According to marketing guru Seth Godin, such a product is a Purple Cow, a product or service that is worth making a

remark about.

The impact of advertising in newspapers and magazines is fading as people are overwhelmed with information and have stopped paying attention to most media messages. To create a Purple Cow product, Godin advises companies to stop advertising and start innovating. Godin recommends that marketers target a niche, and he explains different ways to spread an idea to consumers who are most likely to purchase the product. Godin claims there is not a shortage of remarkable ideas—every business has opportunities to do great things—but there is a shortage of the will to execute those ideas.

The World is Flat.

By Thomas L Friedman (Farrar, Straus and Giroux, 2005, 2006, 2007)

Friedman has written a number of books with some modification to the title *The World is Flat*. Reading any of them gives insight into the world of global business, technology and government. His book *The World is Flat, 3.0* (2007) looks further into the impact of technology, and how to be a political activist and social entrepreneur in a flat world.

<http://www.thomasfriedman.com/bookshelf/> Accessed March 2009)



Chapter 4

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The Smartest Guys in the Room.

By Bethany McLean and Peter Elkind (New York: Penguin, 2003).

The biggest and most shocking business story of our time is the Enron debacle, and Fortune's senior writers Bethany McLean and Peter Elkind have dug up the full story of the players and the plays that created the scandal of the century. *The Smartest Guys in the Room* details the rise and fall of the Enron empire as well as its cast of intriguing characters in a gripping narrative that is based on a wide range of private documents and exclusive sources.

Career Warfare.

By David D'Alessandro (New York: McGraw-Hill, 2004).

What does it really take to make it to the top? Unfortunately, hard work and big accomplishments will only get you so far. Competing at the top levels where the competition is ferocious—where everybody is hardworking and accomplished—you need a much more subtle advantage. You need to build a reputation or 'personal brand' that convinces people to trust you!

The primary problem is that it is difficult to build trust and a great personal brand. First, you must understand that you will be judged on everything including the most insignificant moments. Then, you have to become conscious of the personal impression you are making every single day. Next, you have to be noticed—and noticed for the right qualities. Ultimately, a big career requires everything from the right kind of manners, to the right style of handling your detractors, to the right instincts about when to leave a job and when to stick with it. *Career Warfare* offers the unwritten rules of organizational life,

the real truths you need to know in order to build an incredible personal brand and trust.³⁰

Corporate Governance and Ethics.

By Zabihollah Rezaee (Wiley 2008.)

This book presents a comprehensive framework of the theory and practice of corporate governance and business ethics by focusing on the four cornerstones promoted by the AACSB. Readers will quickly gain an understanding of the main themes, perspectives, frameworks, concepts, and issues pertaining to corporate governance and business ethics from historical, global, institutional, commercial, best practices, and regulatory perspectives. Additionally, there is also complete coverage of all oversight functions of corporate governance.

http://www.researchandmarkets.com/reports/662680/corporate_governance_and_ethics

**Chapter
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Chapter 5

Data Against Natural Disasters: Establishing Effective Systems for Relief, Recovery, and Reconstruction.

By Samia Amin and Markus Goldstein (World Bank Publications. 2008)

In recent years, the world has seen both massive destruction caused by natural disasters and immense financial and physical support for the victims of these calamities. So that these natural hazards do not become manmade disasters, effective systems are required to identify needs, manage data, and help calibrate responses. If well designed, such systems can help coordinate the influx of aid to ensure the timely and efficient delivery of assistance to those who need it most. *Data Against Natural Disasters* seeks to provide the analytical tools needed to enhance national capacity for disaster response. The editors and authors begin with an overview that summarizes key lessons learned from the six country case studies in the volume. Next, they outline the data needs that arise at different stages in the disaster response and explore the humanitarian community's efforts to discover more effective response mechanisms. The country case studies review the successes and failures of efforts to establish innovative monitoring systems in the aftermath of disasters in Guatemala, Haiti, Indonesia, Mozambique, Pakistan, and Sri Lanka. *Data Against Natural Disasters* will be useful to policy makers and others working in post-calamity situations who are seeking to design new monitoring systems or to improve existing ones for disaster response management.

The New Language of Business: SOA & Web 2.0.

By Sandy Carter (Indianapolis: IBM Press, 2007).

There is now a direct, provable link between an organization's flexibility and business performance. To optimize flexibility, companies must achieve unprecedented levels of integration and automation of key processes and infrastructure, both internally and externally. At the same time, they must learn to manage their processes far more dynamically and responsively.

Until recently, technology stood in the way of achieving these goals. Thanks to the emergence of service oriented architecture (SOA), web 2.0, and open standards, technology now enables companies to achieve those goals. In *The New Language of Business*, one of IBM's top SOA strategists demonstrates how business leaders can use innovations in technology to drive dramatic process improvements and support accelerating change.

Sandy Carter shows how to deconstruct a business into a 'componentized' business model, then support that model with linked, repeatable IT services that can adapt quickly, easily, and economically. These techniques will help both IT professionals and business leaders reach new levels of operational excellence to deliver the market-focused innovations that matter most.

(Sandy Carter, 'The New Language of Business: SOA & Web 2.0,' safari.adobe.com/013195654X, accessed February 1, 2008.)

Does IT Matter?

By Nicholas G. Carr (Boston: Harvard Business School Publishing, 2004).

Every year, companies spend more than \$2 trillion on computer and communications equipment and services. Underlying these enormous expenditures is one of modern business's most deeply held assumptions—that information technology is increasingly critical to competitive advantage and strategic success.

In this explosive and engaging book, Nicholas G. Carr calls the common wisdom into question, contending that IT's strategic importance has actually dissipated as its core functions have become available and affordable to all. Expanding on the controversial *Harvard Business Review* article that provoked a storm of debate around the world, *Does IT Matter?* shows that IT—like earlier infrastructural technologies, such as railroads and electric power, is steadily evolving from a profit-boosting proprietary resource to a simple cost of doing business.

Carr draws on convincing historical and contemporary examples to explain why innovations in hardware, software, and networking are rapidly replicated by competitors, neutralising their strategic power to set one business apart from the pack. But more important, he shows why IT's emergence as a shared and standardized infrastructure is a natural and necessary process that may ultimately deliver huge economic and social benefits.

(Nicholas Carr, 'Does IT Matter?,' www.nicholasgcar.com/doesitmatter.html , accessed February 1, 2008.)

Chapter 6

The Data Warehouse Lifecycle Toolkit.

By Ralph Kimball (Wiley, 2008)

The world of data warehousing has changed remarkably since the first edition of *The Data Warehouse Lifecycle Toolkit* was published in 1998. With this new edition, Ralph Kimball and his colleagues have refined the original set of Lifecycle methods and techniques based on their consulting and training

experience. They walk you through the detailed steps of designing, developing, and deploying a data warehousing/business intelligence system. With substantial new and updated content, this second edition again sets the standard in data warehousing for the next decade.

http://www.amazon.com/Data-Warehouse-Lifecycle-Toolkit/dp/0470149779/ref=pd_bbs_sr_2?ie=UTF8&s=books&qid=1197328542&sr=8-2

Accessed April 2009)

Business @ The Speed of Thought.

By Bill Gates (Grand Central Publishing, 1999).

Business @ the Speed of Thought was written by Bill Gates to inspire you to demand—and get—more from technology, enabling you and your company to respond faster to your customers, adapt to changing business demands, and prosper in the digital economy. 'How you gather, manage, and use information will determine whether you win or lose' is Bill Gates' simple message. *Business @ the Speed of Thought* is not a technical book. It shows how business and technology are now inextricably linked. Each chapter is structured around a business or management issue, showing how digital processes can dramatically improve your results.¹

Why Smart Executives Fail.

By Sydney Finkelstein (Portfolio Hardcover, 2003)

In *Why Smart Executives Fail*, Sydney Finkelstein, a professor of management at Dartmouth's Tuck School of Business, explains why leadership fails and how company leaders can get back on track. This book shows examples from GM, Mattel, Motorola, Rite Aid, Webvan, and other companies as well as the results of six years of research on the issue of leadership failure. Finkelstein explains that the causes of failed management are surprisingly few, and they are not ineptitude or greed. Even the brightest executives fail because:

- They choose not to cope with innovation, change, and management.
- They misread the competition.
- They brilliantly fulfill the wrong vision.
- They cling to an inaccurate view of reality.
- They ignore vital information.
- They identify too closely with the company.

Chapter 7

Chapter 7

Convergence Culture: Where Old and New Media Collide.

By Henry Jenkins NYU Press, 2006

Henry Jenkins, founder and director of MIT's comparative media studies program, debunks outdated ideas of the digital revolution in this remarkable book, proving that new media will not simply replace old media, but rather will learn to interact with it in a complex relationship he calls 'convergence culture.'

The book's goal is to explain how convergence is currently impacting the relationship among media audiences, producers and content, a far from easy undertaking. As Jenkins says, 'there will be no magical black box that puts everything in order again.' Jenkins takes pains to prove that the notion of convergence culture is not primarily a technological revolution; through a number of well-chosen examples, Jenkins shows that it is more a cultural shift, dependent on the active participation of the consumers working in a social dynamic. He references recent media franchises like Survivor, The Matrix, and American Idol to show how the new participatory culture of consumers can be utilized for popular success and increased exposure. Jenkins' insights are gripping and his prose is surprisingly entertaining and lucid for a book that is, at its core, intellectually rigorous.

<http://www.amazon.com/Convergence-Culture-Where-Media-Collide/dp/0814742815> Accessed April 2009)

The Power Of Mobility.

By Russell McGuire (Hoboken, NJ: John Wiley & Sons, 2007).

Over 80 percent of Americans above the age of five own a mobile phone, most with digital cameras built in, and bundled with an email service specifically designed for sending those captured moments to friends and family. These consumer applications are just simple examples of mobility being built in to everyday products to create tremendous new value. From a business perspective, a new technology can introduce radical changes—changes so dramatic that they fundamentally shift the nature of the business, the nature of the product, and the reasons customers buy the product. When this happens, the rules of competition change. It is happening now: The age of mobility is upon us. How will it impact you and your business in the months and years to come?

The Power of Mobility shows you how to look forward, envision the power of mobility in your business, and implement the steps required to turn vision into reality. Russell McGuire, one of the telecom industry's leading strategists, details the specific actions you must take to deliver the tremendous value that mobility adds—and win customers' hearts and wallets. He presents a powerful framework for capturing the power of mobility: the seven steps. If you can digitize, connect, evaluate, limit, position, protect, and learn, you will capture the power of mobility in your products, your services, and your processes. He further clarifies the power of the seven steps with illustrative case studies of seven companies that have successfully implemented this framework and redefined the rules of competition in their industries.

The mobility age represents a great opportunity for businesses large and small to capture the power of mobility to create competitive differentiation and to take market share. Stories of businesses that have been crushed by the competition because they have denied the changes brought by technologies in the past will likely be repeated. You have a choice. You can wait for a competitor to lead and define the rules to his benefit and your demise. Or you can lead and set the rules—if you capture the power of mobility now.

Into the Unknown: Leadership Lessons from Lewis and Clark's Daring Westward Expedition.

By Jack Uldrich (New York: AMACOM, 2004).

Latching onto the idea that everything old is new again, Jack Uldrich, a former naval officer and author of *The Next Big Thing Is Really Small*, puts forth Lewis and Clark as two shining examples of all that is right with leadership and management. Spotlighting the pair's many strong points, from people skills and future-thinking capabilities to optimism and an ability to see the forest as well as the trees, Uldrich (drawing on what has obviously been years of extensive research) points to modern-day companies such as Coca-Cola, General Electric, and DaimlerChrysler as entities that could all learn something from Lewis and Clark.

Whether the 'project' is a westward expedition or a hostile corporate takeover, Uldrich makes the case that the past is not so different from the present—or from the future—especially when concerning new technologies. The parallels between these men and today's leaders are intriguing and well thought out. For corporate types looking for tips, there is certainly plenty to digest. The overriding messages are clear: mentor and be mentored; find a way to balance the task at hand with the overall future vision; maintain a confident and optimistic approach from the beginning.

(www.amazon.com/Into-Leadership-Lessons-Westward-Expedition/dp/0814408168, accessed February 9, 2008.)

**Chapter
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Chapter 8

Built to Last.

By Jim Collins (Collins Business Essentials, 1994).

Drawing upon a six-year research project at the Stanford University Graduate School of Business, Jim Collins and Jerry I. Porras took 18 truly exceptional and long-lasting companies and studied each in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day—as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: 'What makes the truly exceptional companies different from the comparison companies and what were the common practices these enduringly great companies followed throughout their history?'

Filled with hundreds of specific examples and organized into a coherent framework of practical concepts that can be applied by managers and entrepreneurs at all levels, *Built to Last* provides a master blueprint for building organizations that will prosper long into the 21st century and beyond.¹

Good to Great.

By Jim Collins (Collins Business Essentials, 2001).

Built to Last, the defining management study of the '90s showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.

But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness?

- **The study:** For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great?
- **The standards:** Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least 15 years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in 15 years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck.
- **The findings:** The findings of the good-to-great study will surprise many readers and shed light on virtually every area of management strategy and practice:
- **Level 5 leaders:** The research team was shocked to discover the type of leadership required to achieve greatness.
- **The hedgehog concept:** To go from good to great requires transcending the curse of competence.
- **A culture of discipline:** When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results.
- **Technology accelerators:** Good to great companies think differently about the role of technology.
- **The flywhere and the doom loop:** Those who launch radical change programs and wrenching restructuring will almost certainly fail to make the leap.

Lean Six Sigma for Supply Chain Management.

By James Martin (McGraw-Hill, 2006)

Designed to help Six Sigma professionals and frontline managers achieve higher levels of competitiveness, *Lean Six Sigma for Supply Chain Management* provides the guidelines, tools, and techniques required to eliminate supply chain problems and boost company performance. Written by Master Black Belt James William Martin, this proven management tool combines key aspects of Lean Manufacturing (from the Toyota Production System) and Six Sigma management principles in order to create a Lean Six Sigma approach that can dramatically improve supply chain function. The book contains specific information for developing inventory models, metrics for aligning objectives with strategic goals, a concise overview of supply chain concepts, and models illustrating how lead time and demand impact customer service and inventory investment levels. This vital resource features:

- A complete program for Lean Six Sigma improvement and control.

- The latest Lean Six Sigma methods to identify and manage supply chains.
- Expert help with Lean Six Sigma supply chains and third party logistics.
- Applications of Lean Six Sigma to MARTINI.
- Guidance on root-cause analysis using Six Sigma tools

(http://www.amazon.com/Lean-Sigma-Supply-Chain-Management/dp/0071479422/ref=pd_sim_b_3 Accessed March 2009)

Chapter 9

Chapter 9

Loyalty Rules!

By Frederick F. Reichheld (Bain and Company, 2001).

Loyalty is at the heart of any company that boasts high productivity, solid profits, and sustained growth. For example, Harley-Davidson recovered from near bankruptcy by building loyal relationships with all stakeholders. And Southwest Airlines, which has never had a layoff, is the only consistently profitable major airline in the United States every year since 1973.

Frederick Reichheld, author of *Loyalty Rules!*, argues that loyalty is still the fuel that drives financial success—even, and perhaps especially, in today's volatile, high-speed economy—but that most organizations are running on empty. Why? Because leaders too often confuse profits with purpose, taking the low road to short-term gains at the expense of employees, customers, and, ultimately, investors. In a business environment that thrives on networks of mutually beneficial relationships, says Reichheld, it is the ability to build strong bonds of loyalty—not short-term profits—that has become the 'acid test' of leadership.

Based on extensive research into companies from online start-ups to established institutions—including Harley-Davidson, Enterprise Rent-A-Car, Cisco Systems, Dell Computer, Intuit, and more—Reichheld reveals six bedrock principles of loyalty upon which leaders build enduring enterprises. Underscoring that success requires both understanding and measuring loyalty, he couples each principle with straightforward actions that drive measurement systems, compensation, organization, and strategy:

1. Play to win/win: Never profit at the expense of partners.
2. Be picky: Membership must be a privilege.
3. Keep it simple: Reduce complexity for speed and flexibility.
4. Reward the right results: Worthy partners deserve worthy goals.
5. Listen hard and talk straight: Insist on honest, two-way communication and learning.
6. Preach what you practice: Explain your principles, then live by them.

Providing tools for implementing the timeless principles of loyalty in a volatile economy, *Loyalty Rules!* is a practical guidebook for taking the high road in business—the only road that leads to lasting success.

CRM In Real Time: Empowering Customer Relationships.

Barton J. Goldenberg (2008 CyberAge Books)

Barton J. Goldenberg is the founder and president of ISM, Inc., whose clients have included AAA, IBM, Johnson & Johnson, Nestle, Nike, PepsiCo, the U.S. Department of Defense and Postal Service, and Verizon. He is a columnist for CRM Magazine, a contributor to eWeek newsletter and Sales & Marketing Management magazine, and was recognized by CRM Magazine as one of the 10 most influential people in CRM and one of the 20 most influential CRM executives of the year.

This comprehensive guide to Customer Relationship Management (CRM) draws on Barton Goldenberg's 20+ years of experience guiding firms to a successful implementation of CRM solutions and techniques. Goldenberg demonstrates how the right mix of people, process, and technology can help firms achieve a superior level of customer satisfaction, loyalty, and new business. Beginning with a primer for executives who need to get quickly up-to-speed on CRM, the book covers a full range of critical issues including integration challenges and security concerns, and illuminates CRM's key role in the 24/7/365 real-time business revolution.

The Performance Management Revolution: Business Results Through Insight and Action.

Howard Dresner (Wiley, 2007)

The Performance Management Revolution shows you how your business can get prepared for the future—transforming strategies into plans, plans into actions, and actions into results. Written by Howard Dresner, a worldwide authority in the area of business intelligence and performance management, this lucid book offers great insight into strategies that any company interested in improving its business performance and accountability could adopt.

Successful Business Intelligence: Secrets to Making BI a Killer App

Cindi Howson (2007) McGraw-Hill

In today's highly competitive global economy, actionable business intelligence (BI) is crucial to success. Yet while many companies have made substantial investments in BI infrastructure, few employees are taking advantage of the powerful BI tools they have at their fingertips. This is because technology is only part of a truly successful, company-wide BI strategy. Executive support, an analytic culture, and strong business-IT partnerships and collaboration are among the many other facets that make up a winning end-to-end BI initiative.

Written by industry analyst and BI consultant Cindi Howson, *Successful Business Intelligence: Secrets to Making BI a Killer App* reveals how to get the most value out of your BI investments. The book draws on exclusive survey data and real-world case studies of BI success stories at Continental Airlines, The Dow Chemical Company, Corporate Express, 1-800 CONTACTS, and other companies to identify proven BI best practices you can put to use in your organization, including:

- Gaining executive support and aligning your BI strategy with business goals
- Organizing BI teams and experts for success

- Choosing the best BI tools to meet user and business needs
- Improving data quality so decision-makers trust the BI solution
- Finding the relevance of BI to all employees, including front-line workers
- Using agile development processes to deliver BI capabilities and improvements at the speed of business
- Measuring success in multiple ways

Business intelligence has the power to change people's way of working, to enable businesses to compete more effectively and efficiently, and to help non-profits stretch their dollars further. *Successful Business Intelligence: Secrets to Making BI a Killer App* holds the key to bringing technological innovations together with the people, processes, and culture of any organization in order to achieve a competitive and profitable BI strategy.

Chapter 10

The Balanced Scorecard.

By Robert Kaplan and David Norton (McGraw-Hill, 1996)

This book, though old, is a book that has had great impact on business. It explores a revolutionary framework that translates a company's vision and strategy into a logical set of performance measures.

(<http://www.chapters.indigo.ca/books/35/search?sc=Robert+S+Kaplan&sf=Author> Accessed March 2009)

Wikinomics.

By Don Tapscott and Anthony Williams (Tantor Media, 2007)

In the last few years, traditional collaboration—in a meeting room, a conference call, even a convention centre—has been superceded by collaborations on an astronomical scale.

Today, encyclopaedias, aircraft, operating systems, mutual funds, and many other items are being created by teams numbering in the thousands or even millions. While some leaders fear the heaving growth of these massive online communities, *Wikinomics* proves this fear is folly. Smart firms can harness collective capability and genius to spur innovation, growth, and success. *Wikinomics* challenges our most deeply-rooted assumptions about business and will prove indispensable to anyone who wants to understand the key forces driving competitiveness in the twenty-first century.

(<http://wikinomics.com/book/> Accessed March 2009)

Business Process Excellence.

By August-Wilhelm Scheer, Ferri Abolhassan, Wolfram Jost, Mathias Kirchmer (Springer, 2002)

Business process management is the basis for all initiatives like SCM, CRM, ERP, or business intelligence. New component and internet-based software architectures and web services require a solid process management to deliver the expected business success. However, many organizations still

struggle to find the right approach to business process management. IDS Scheer delivers with ARIS the framework to meet this challenge successfully. IDS Scheer has successfully applied its ARIS business process management approach at thousands of organizations worldwide like Intel, Siemens, or the US Navy. This book presents international case studies in various manufacturing and service industries as well as the public sector. It shows how to achieve business process excellence in practice. (<http://www.amazon.com/Business-Process-Excellence-August-Wilhelm-Scheer/dp/3540434798> Accessed March 2009)

The Tipping Point: How Little Things Can Make a Big Difference.

By Malcolm Gladwell (New York: Back Bay Books, 2000).

This celebrated *New York Times* best seller is changing the way people think about selling products and disseminating ideas. The tipping point is that magical moment when an idea, trend, or social behaviour crosses a threshold, tips, and spreads like wildfire. Just as a single sick person can start an epidemic of the flu, so too can a small but precisely targeted push cause a fashion trend, the popularity of a new product, or a drop in the crime rate. In this book, Malcolm Gladwell explores and brilliantly illuminates the tipping point phenomenon, changing the way people throughout the world think about selling products and disseminating ideas.

The Tipping Point is about change. In particular, it presents a new way of understanding why change so often happens as quickly and as unexpectedly as it does. For example, why did crime drop so dramatically in New York City in the mid-1990s? How does a novel written by an unknown author end up as a national best seller? Why do teens smoke in greater and greater numbers when every single person in the country knows that cigarettes kill? Why is word of mouth so powerful? What makes TV shows like *Sesame Street* so good at teaching kids how to read? Gladwell thinks the answer to all those questions is the same. It is that ideas and behaviour and messages and products sometimes behave just like outbreaks of infectious disease. They are social epidemics. *The Tipping Point* is an examination of the social epidemics that surround us.

Blink: The Power of Thinking Without Thinking.

By Malcolm Gladwell (New York: Little, Brown & Company, 2005).

In his landmark best seller *The Tipping Point*, Malcolm Gladwell redefined how we understand the world around us. Now, in *Blink*, he revolutionizes the way we understand the world within. *Blink* addresses how we think without thinking, about choices that seem to be made in an instant—in the blink of an eye—that actually are not as simple as they seem.

Blink is about rapid cognition, about the kind of thinking that happens in a blink of an eye. When you meet someone for the first time, or walk into a house you are thinking of buying, or read the first few sentences of a book, your mind takes about two seconds to jump to a series of conclusions. Well, *Blink* is a book about those two seconds, because Gladwell thinks those instant conclusions that we reach are really powerful and really important and, occasionally, really good.

You could also say that *Blink* is about intuition. Gladwell does not like the word *intuition*. In fact, it never appears in *Blink*. Intuition strikes Gladwell as a concept people use to describe emotional reactions, gut feelings—thoughts and impressions that do not seem entirely rational. But Gladwell thinks that what goes on in that first two seconds is perfectly rational. It is thinking—it's just thinking that moves a little faster and operates a little more mysteriously than the kind of deliberate, conscious decision making that people usually associate with 'thinking.' In *Blink*, Gladwell tries to understand those two seconds. What is going on inside people's heads when they engage in rapid cognition? When are snap judgments good and when are they not? What kinds of things can individuals do to make the power of rapid cognition better?



Chapter
11

Chapter 11

The Mythical Man Month.

By Fredrick Brooks (Addison-Wesley Professional; 2 edition.1995)

No book on software project management has been so influential and so timeless as *The Mythical Man-Month*. Now 20 years after the publication of his book, Frederick P. Brooks, Jr. (best known as the 'father of the IBM System 360') revisits his original ideas and develops new thoughts and advice both for readers familiar with his work and for readers discovering it for the first time.

The Mythical Man-Month is best known for its formulation of Brooks's Law: 'Adding manpower to a late software project makes it later

(<http://www.amazon.com/Mythical-Man-Month-Software-Engineering-Anniversary/dp/0201835959> Accessed March 2009).

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The No Asshole Rule.

By Robert Sutton (Business Plus. 2007)

This well researched book, which grew from a much buzzed-about article in the *Harvard Business Review*, puts into plain language an undeniable fact: the modern workplace is beset with assholes. Sutton (*Weird Ideas that Work*), a professor of management science at Stanford University, argues that assholes—those who deliberately make co-workers feel bad about themselves and who focus their aggression on the less powerful—poison the work environment, decrease productivity, induce qualified employees to quit and therefore are detrimental to businesses, regardless of their individual effectiveness. He also makes the solution plain: they have to go. Direct and punchy, Sutton uses accessible language and a bevy of examples to make his case, providing tests to determine if you are an asshole (and if so, advice for how to self-correct), a how-to guide to surviving environments where assholes freely roam and a carefully calibrated measure, the 'Total Cost of Assholes,' by which corporations can assess the damage. Although occasionally campy and glib, Sutton's work is sure to generate discussions at water coolers around the country and deserves influence in corporate hiring

and firing strategies.

(<http://www.amazon.com/Asshole-Rule-Civilized-Workplace-Surviving/dp/0446526568> Accessed march 2009)

Information Systems Project Management: Methods, Tools and Techniques.

By John McManus and Trevor Wood-Harper (Financial Times Prentice Hall. 2003)

Research indicates that over half of all IT projects overshoot their budget and timetables while failing to deliver their goals. As a result IT project management has become a serious area of study and this book has been written to back up these courses. Readers of Information Systems Project Management will develop a firm understanding of the practical nature and problems of projects, the ability to apply effective methods and techniques to facilitate the management task, and good team building skills.

(<http://www.amazon.ca/Information-Systems-Project-Management-Techniques/dp/0273646990> Accessed March 2009)

A Survival Guide for Working with Humans.

By Gini Graham Scott (New York: AMACOM, 2004).

To succeed in the workplace, good work relationships must be carefully developed and maintained. Although difficult people, back stabbers, whiners, know-it-alls, and others can make it hard to get through the work-week, many coping mechanisms can be put into place that can improve work relationships and improve productivity and communications. In *A Survival Guide for Working with Humans*, author and consultant Gini Graham Scott offers dozens of practical tools and examples that can help others resolve everyday conflicts and survive their jobs.

A Survival Guide for Working with Humans offers an eye-opening approach for coping with the idiosyncrasies and difficulties other people can present in the workplace. By focusing on specific work issues and providing relevant vignettes that describe the work issues involved, as well as a list of instructions to follow in similar circumstances, Scott takes the struggle out of conflicts and replaces it with strategy.

Death March: The Complete Software Developer's Guide to Surviving 'Mission Impossible' Projects. By Edward Yourdon (Upper Saddle River, NJ: Prentice Hall, 1997).

Today, IT projects are expected to achieve the impossible, overcome numerous constraints, deal with elevated stress levels and imperfect working conditions. In *Death March*, legendary software developer Edward Yourdon comes to the rescue. Yourdon takes direct aim at the projects that are 'doomed to fail' presenting specific techniques for:

- Managing people and teams.
- Choosing the right processes.
- Making decisions about tools and technologies.
- Getting the flexibility you need to succeed.

¹ Gini Graham Scott, *A Survival Guide for Working with Humans* (New York: Amacom).

¹ Edward Yourdon, *Death March: The Complete Software Developer's Guide to Surviving 'Mission Impossible' Projects* (Pearson Education).

Chapter 12

Chapter 12

Groundswell.

By Charlene Li and Josh Bernoff (Harvard Business School Press, 2008)

Groundswell is a comprehensive coverage and primer for people using online social technologies (blogs, social networking sites, YouTube, podcasts) to discuss products and companies, write their own news, and find their own deals. Charlene Li and Josh Bernoff of Forrester, Inc. explain how to turn online comments about your products or services into an opportunity.

Using tools and data straight from Forrester, the book explores how to:

- Evaluate new social technologies as they emerge
- Determine how different groups of consumers are participating in social technology arenas
- Apply a four-step process for formulating your future strategy
- Build social technologies into your business including monitoring your brand value, talking with the groundswell through marketing and PR campaigns, and energizing your best customers to recruit their peers

(<http://www.amazon.com/Groundswell-Winning-Transformed-Social-Technologies/dp/1422125009> Accessed April 2009)

The Future of Work.

By Thomas W Malone (Client Distribution Services, 2004)

Based on twenty years of groundbreaking research, *The Future of Work* foresees a workplace revolution that will dramatically change organizational structures and the roles employees play in them. Malone argues that current notions about decentralization merely scratch the surface of what will be possible as technological and economic forces make 'command and control' management increasingly less useful.

In its place will be a more flexible 'coordinate and cultivate' approach that will spawn new types of decentralized organizations-from internal markets to democracies to loose hierarchies. These future structures will reap the scale and knowledge efficiencies of large organizations while enabling the freedom, flexibility, and human values that drive smaller firms.

Exploring the skills managers will need in a workplace in which the power to decide belongs to everyone, this optimistic book shows how we can help create a world that is not just richer, but better.

(<http://800ceoread.com/products/?ISBN=9781591391258> Accessed April 2009)

Sleepers, Wake! Technology & the Future of Work.

By Barry Jones (Oxford University Press, Melbourne. 1995)

Australia, like Europe and the United States, is passing from an industrial economy to an information-based economy. This work, a bestseller and now available in a revised and updated fourth edition, confronts the challenges posed by science and technology and by Australia's changing economic position. It draws on the latest data to alert readers to the need to confront key issues associated with post-industrial and information revolutions, and examines the contraction of the manufacturing industry and the rise of service employment, especially in information services.

Barry Jones was Australian Minister for Science 1983-90 and Minister assisting the Prime Minister for Science and Technology 1989-90. A Labour Member of the House of Representatives from 1977, he held other portfolios including Technology, Consumer Affairs, Small Business and Customs. He is currently National President of the Australian Labour Party.

<http://www.amazon.com/Sleepers-Wake-Technology-Future-Work/dp/0195537564> Accessed April 2009)

How to Change the World.

By David Bornstein (New York: Oxford University Press, 2004).

According to journalist David Bornstein, social entrepreneurs are people with powerful ideas to improve other people's lives who have implemented these ideas across cities, countries, and, in some cases, the world. These are the doctors, lawyers, engineers, teachers, journalists, and parents who solve social problems on a large scale and have a profound effect on society. Bornstein points out that they are usually not famous and are usually not politicians. They are the people who create a transformative force that addresses major problems in the pursuit of a vision, and they will not give up until they have spread their ideas as far as possible.

How to Change the World provides a close look at numerous people from several countries—including the United States, Brazil, Burkina Faso, Hungary, India, and Bangladesh—who have advanced systemic change and shifted behaviour patterns and perceptions. They have ideas for attacking problems, Bornstein points out, and are unwilling to rest until they have spread their ideas throughout society.

What Matters Most: How a Small Group of Pioneers Is Teaching Social Responsibility to Big Business, and Why Big Business Is Listening.

By Jeffrey Hollender and Stephen Fenichell (New York: Basic Books, 2006).

While many people might assume that corporate social responsibility emerged with the Ben & Jerry's and The Body Shops of this world, the concept of a corporation having more responsibility than just making money for its owners is not new, as Jeffrey Hollender points out in this new book, *What Matters Most*. Hollender quotes Friedman's 1963 book *Capitalism and Freedom*, in which Friedman argued that 'there is one and only one social responsibility of business—to use its resources and engage in activities

designed to increase its profit so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.' If corporations start believing that they have any responsibility to society, Friedman continues, the result can only be the end of freedom, for corporations will be ruled by 'the iron fist of government bureaucrats.'

Management Challenges for the 21st Century.

By Peter F. Drucker (New York: Harpercollins Publishers, 1999).

With the new millennium, much of what we have come to accept as true of business management is about to be challenged. The world is changing at a rapid pace, and only those who understand what those changes mean will be poised to prosper under the new rules. Old paradigms will be replaced by new ones.

This book summarizes which old assumptions are out. You will learn that management is not just business management and that there is no one ideal way to organize an enterprise. Nor, is there one way to manage people. In fact, the manager's role will not be to manage at all. Rather, the manager's job is to lead. National boundaries and even regional markets will no longer define an organization's boundaries.

The book also reveals the trends that will radically alter life and how companies are run. The developed world is experiencing a collapse of its birth rate, and an accompanying increase in the average age of its populations. The result will be political upheaval, a new emphasis on personal investment, and a substantial increase in the length of work life.¹

¹ David Bornstein *How to Change the World.*

¹ Jeffrey Hollender and Stephen Fenichell *What Matters Most, The Future of Corporate Social Responsibility,*

¹ Peter F. Druckers *Management Challenges for the 21st Century.*