

The book shelf

Management Services presents some of the latest titles.

**Managing Business Support Services:
Collaborating to Compete**
By Jonathan Reuvid
Publisher: GMB Publishing
ISBN: 1905050119
Price: £29.95
Review by David Blanchflower

The third edition of Managing Business Support Services sets out in an updated version, the essential information that any company will require when contemplating outsourcing services. Managing Business Support Services has been written at a time when increasingly, companies are seeking to outsource services and the book provides managers with the knowledge they need to understand outsourcing and all its ramifications.

The book is split into four distinct sections with contributions by twelve authors who contribute in their own specialist areas.

Section 1, entitled Strategic Options, explains topics such as the business case for outsourcing, managing cost, where in the world, the myths of outsourcing and new technology.

Section 2, Good Practice In Outsourcing, outlines the possibilities and potential of



outsourcing covering applications management, data centre services, desktop services, networks and security and human resources.

Section 3, headed Successful Outsourcing, details how to define an outsourcing strategy - turning outsourcing theories into reality, the human side of outsourcing, creating a robust contract, effective governance and supply chain management.

The final section is a series of case studies relating to companies such as Corus, Mercedes-Benz and the Prudential Insurance.

For any company outsourcing can be a complex process that involves significant organisational strain. But outsourcing can be critical to corporate success for many companies by providing them with the competitive edge they need. Companies are facing continual change and reducing cost is no longer the only reason for outsourcing. The concept of outsourcing is, in effect, a growing realisation by companies that doing everything in-house might be comfortable, but not always effective or efficient, a fact well understood by management services practitioners.

About the Authors

This paperback book, written by a team of top advisors and practitioners from Capgemini, does provide a good overview of outsourcing. Institute members need to be aware that the book's final 112 pages, which include the case studies, highlight the work of Capgemini which is one of the world's foremost providers of consulting, technology and outsourcing services. Jonathan Reuvid is an economist with experience in investment banking, financial consulting and marketing strategy.

Presence - Exploring Profound Change in People, Organisations and Society
By Peter Senge, C Otto Scharmer, Joseph Jaworski and Betty Sue flowers
Published by: Nicholas Brealey Publishing
ISBN: 1857883551
Price: £10.49
Review by John Lucey

Radical and hopeful, Presence synthesises cutting-edge thinking, firsthand knowledge and ancient wisdom. Presence: Exploring Profound Change in People, Organisations and Society gives the reader an intimate look at the development of a new theory about change and learning.

A book built around a series of wide-ranging conversations over a year and a half, Senge, Scharmer, Jaworski, and Flowers explore their own experiences and those of 150 scientists and social and business entrepreneurs in an effort to explain how profound collective change occurs. Their journey of discovery articulates a new way of seeing the world, and of understanding our part in creating it - as it is and as it might be.

Presence explores the living fields that connect us to one another, to life more

broadly, and potentially, to what is 'seeking to emerge.' Seven capacities underlie our ability to see, sense, and realise new possibilities. Developing these capacities accesses a deeper level of learning that is the key to creating change that services the whole - ourselves, our organisations and the communities of which we are a part.

About the Authors

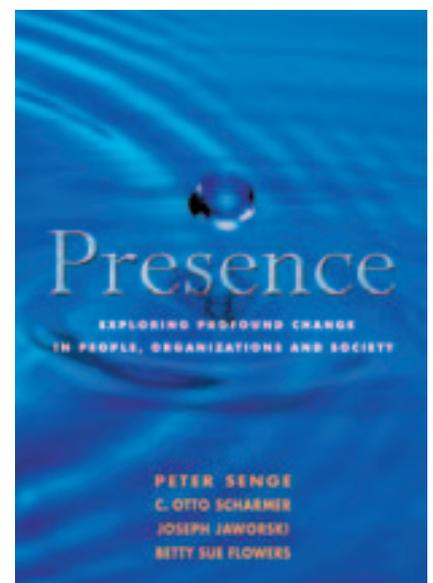
Peter Senge is a senior lecturer at the Massachusetts Institute of Technology, Sloan School of Management, and the founding chair of the Society for Organisational Learning. He is the author of the widely acclaimed Fifth Discipline series. Senge is globally recognised as one of the most innovative thinkers about management and leadership, translating the abstract ideas of systems theory into tools for better understanding economic and organisational change.

C Otto Scharmer is a lecturer at the MIT Sloan School of Management, a visiting professor at the Helsinki School of Economics and an international action researcher.

Joseph Jaworski is the chairman of Generon Consulting, co-founder of the

Global Leadership Initiative, and author of the critically acclaimed Synchronicity: The Inner Path of Leadership.

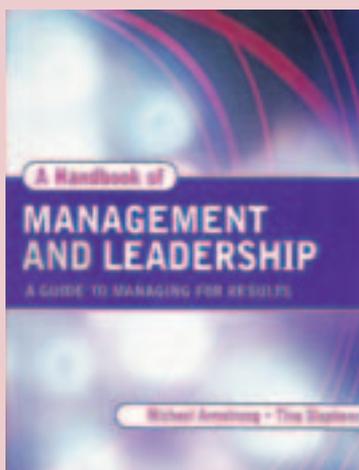
Betty Sue Flowers is the director of the Johnson Presidential Library and Museum having previously held a professorship of English at the University of Texas.



A Handbook of Management and Leadership
 By Michael Armstrong and Tina Stephens
 Publisher: Kogan Page
 ISBN: 0749443448
 Price: £27.50
 Review by David Blanchflower

Management and Leadership: A Guide to Managing for Results, provides guidance on the processes of management and leadership with particular reference to what managers and aspiring managers need to know about the skills of management and approaches to effective leadership. The book is primarily about the practice of management – the art and science of getting things done. It also covers the relationship between management and leadership and explains how these are complementary activities. It defines the key purpose of management and leadership as being to 'provide direction, facilitate change and achieve results through the efficient, creative and responsible use of resources.'

The book also deals with three other important areas of management: change



management, continuous improvement and the achievement of high levels of customer service. The book is comprehensive in defining aspects of management, leadership, change and continuous improvement, but is rather theoretical and prescriptive in its approach, lacking practical examples and case studies.

The book is aligned to the professional

standards of the Chartered Institute of Personnel and Development (CIPD) and its examination system. It therefore provides a complete presentation of all that students need know to pass CIPD examinations. In general the book forms a suitable work of reference from an educational perspective, but may well lack the practicalities and case studies that a hands on practitioner would be looking for in guiding them towards the effective implementation of change and continuous improvement.

About the Authors

Michael Armstrong is a companion of and former chief examiner for the Chartered Institute of Personnel and Development. He is a management consultant and a member of the TUC Equal Pay Panel.

Tina Stephens is a fellow of the Chartered Institute of Personnel and Development and has held management roles in both the private and higher education sectors. She is currently an independent consultant, writer and broadcaster.

The Enthusiastic Employee - How Companies Profit by Giving Workers What They Want

By David Sirota, Louis A Mischkind and Michael Irwin Meltzer
 Publisher: Wharton School Publishing
 ISBN: B0009IEC3Y
 Price: £17.99
 Review by John Lucey

Not a very snappy title! An American book using a concept called 'the people performance model'. It explores policies and practices that facilitate employee enthusiasm and looks at job security, compensation, respect, organisational purpose and practice, job enablement, job challenge, feedback, recognition and reward, and teamwork. The final part brings it all together in the total organisational culture and how to change it. They advocate a partnership organisation as the surest path to high performance.

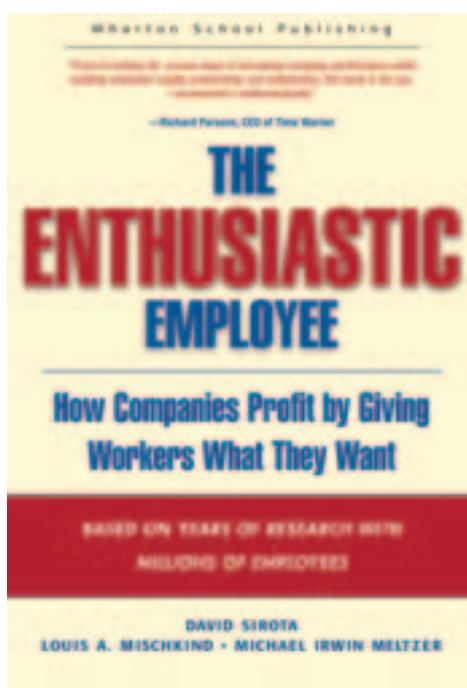
An interesting book but not one I would keep on a shelf in my office.

About the Authors

David Sirota is founder and leader of Sirota Consulting, a firm with a national reputation for improving performance by systematically measuring and managing employee, customer, and community relationships. He previously served as IBM director of Behavioural Science Research and Application.

Louis A Mischkind has researched organisational effectiveness for 30 years. Prior to joining Sirota Consulting, he was program director of executive development at IBM and special advisor on Human Resources to the president of IBM's General Products Division.

Michael Irwin Meltzer joined Sirota Consulting full time in 2001, after serving as its attorney for 20 years. He has advised businesses ranging from financial consultancies and real estate developers to sales, distribution, and construction organisations.



Free yourself from fears - Overcoming Anxiety and Living Without Worry

By Joseph O Connor
 Publisher: Nicholas Brealey Publishing
 ISBN: 1-85788-360-8
 Price: £11.99
 Review by John Lucey

Free Yourself From Fears shows you how to face fear head on. Do you want to live within fear or without? Read this book and the choice will be yours.

The 20th century was known as the 'Age of Anxiety' but in the few opening years of the 21st century this all-pervasive sense of unease has accelerated into a full-blown 'Age of Fear.'

Joseph O'Connor in his new book Free Yourself From Fears looks at the three main types of fear; 'unreal fears,' 'useful fears,' and 'cultural fears' and how to get beyond those that prevent us from leading richly satisfying and fulfilling lives. Using his Master NLP training, he looks at how at specific examples including fear of flying and fear of snakes through to fear of public speaking and fear of other people's opinions, suggesting dozens of practical exercises and techniques.

About the Author

Joseph O'Connor is a master trainer of Neuro Linguistic Programming (NLP) and the author of 16 books including the international bestseller 'Introducing NLP'. He is originally from London, UK and moved to Brazil at the beginning of 2001. He founded Lambent do Brasil, a company specialising in business coaching, training and consultancy, in Sao Paulo.

Strategy Bites Back (1st Edition)

By Henry Mintzberg, Bruce Ahlstrand and Joe Lampel

Publisher: Financial Times Prentice Hall

ISBN: 1405822031

Price: £19.99

Review by John Lucey

SWOTed by strategy models? Crunched by analysis? Strategy doesn't have to be this way.

Strategy is really all about being different. Thinking about it shouldn't make you reach for the snooze button, but in the world of strategy everybody has become so serious.

If that gets us better strategies, fine. But it doesn't; we get worse ones - predictable, generic, uninspiring, dull. Strategy doesn't only have to position; it also has to inspire. So an uninspiring strategy is really no strategy at all.

The most interesting and most successful companies are not boring. They have novel, creative, inspiring, sometimes even playful strategies. By taking the whole strategy business less seriously, they end up with more serious results - and have some fun in the bargain.

Strategy Bites Back invites you to encounter a diverse and unlikely set of voices with something sharp to say about strategy - from Michael Porter and Peter Drucker to Coco Channel's 'little black dress'. Taken together these perspectives

will provide you with new and dramatically different angles from which to attack the world of strategy.

- Strategy as the Little Black Dress
- Forecasting Whoops
- Management and Magic
- The Soft Underbelly of Hard Data
- Jack Welch on Planning
- The Seven Deadly Sins of Strategic Planning
- Strategy from the Grassroots
- Strategy One Step at a Time
- Strategy and the Art of Seduction

This book is for everyone involved with strategy - manager, CEO, consultant, professor, student - anyone who wants to see strategy more broadly, more deeply and more playfully.

About the Authors

Henry Mintzberg normally bites back on issues of management, organisation, and corporate social irresponsibility (ie, shareholder value), as well as management education and strategy. (Managers not MBAs, with Berrett-Koehler in the US and Financial Times Prentice Hall in Europe was his last book.) He managed to get a PhD in management at MIT and has slipped about 130 articles past unsuspecting editors. He is the Cleghorn Professor of Management Studies at McGill University.

Bruce Ahlstrand likes to prospect for strategy gems in unlikely places from the game of Texas Hold'em to the Greek tragedies. He is devoted to developing new and creative ways of teaching business strategy and has never met a case study that he liked. He has a DPhil from Oxford University and a MSc from the London School of Economics. Bruce is the author of *The Quest for Productivity* (Cambridge University Press) and co-author of *Human Resource Management in the Multi-Divisional Company* (Oxford University Press). He is a professor of management at Trent University in Ontario, Canada.

Joe Lampel began his career believing that strategy is the answer, but has recently concluded that it may be the answer to the wrong question. He first began to suspect this terrible truth during the long journey that produced the *Strategy Safari*. Further research, and numerous publications in journals that are well received in polite academic society, only served to confirm this belief. Joe was awarded a PhD in management by McGill University for good behaviour. He subsequently spent seven years at Stern School, NYU, trying to break into showbusiness. He currently resides at Cass Business School, City University London, an institution that happily accommodates his quest to find the answer to strategy's unanswerable questions.

Motivation is an Inside Job - How to Really Get Your Employees to Deliver the Results You Need

By Norm Crouse

Publisher: Norman Crouse

ISBN: 05953339484

Price: \$14.95

Review by John Lucey

Not a very inspiring title! However, this is a thought provoking book which is case study based with many workplace examples. It seems more like a training course handbook and uses the concept of the 'Locus of Control' which describes how much control an individual feels they have over a given situation or action. This concept is demonstrated in many examples and case studies. I could imagine using this book if I attended a course on motivation where the consultancy were 'promoting' their own theory.

It does not review current or past theories and as such it is not a book I would keep on a shelf in my office.

About the Author

Norman Crouse, has 25 years experience in business management, organisational development, training, and marketing. As a consultant, he has worked with both large and small companies to improve business processes, customer service, productivity, quality, cooperation, and communication.

A Handbook of Employee Reward Management and Practice

By Michael Armstrong and Tina Stephens

Publisher: Kogan Page

ISBN: 074944343

Price: £27.50

Review by John Lucey

This is a comprehensive handbook which covers all aspects of reward management and the authors have considerable experience of the topic which they have honed over many years with the Chartered Institute of Personnel and Development. It forms an excellent reference for personnel professionals as well as students and is set out in a very practical way with many examples and references.

Definitely worth looking at and a book that you might keep on a shelf in your office.

About the Authors

Michael Armstrong is a companion of and former chief examiner for the Chartered Institute of Personnel and Development. He is a management consultant and a member of the TUC Equal Pay Panel.

Tina Stephens is a fellow of the Chartered Institute of Personnel and Development and has held management roles in both the private and higher education sectors. She is currently an independent consultant, writer and broadcaster.

