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MAGAZINE

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5 Steps for developing mentor relationships

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Personal Branding and Marketing Yourself

Book reviews on:

Coaching, Leadership, Career

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WARD VANDORPE

Managing Director L&MB

ward@thebookreviewcompany.com



Dear reader,

In this magazine we have best book selections and reviews on Coaching, Leadership and Career.

Bruce Tulgan, author *Bridging the Soft Skills Gap*, on 'The Fundamentals are all you need to Solve nearly all of your management problems'. Scott Mautz, author *Make it Matter*, on 'Work Life balance'. Rita B. Allen, author *Personal Branding and Marketing Yourself*, on '5 Steps for developing mentor relationships' and William A. Cohen, author of *The Practical Drucker*, on 'Drucker said to disregard what everyone knows'. Finally we have a column from Sy Ogulnick, author *Leadership*, with 'Who, what and how'.

Enjoy this issue and the latest great books on Leadership & Management!

Yours in good reading.

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DRUCKER SAID TO DISREGARD WHAT EVERYONE “KNOWS”

Article by William A. Cohen, author *The Practical Drucker*



Drucker said and wrote so much that was wise, profound, valuable, and witty that he may have more quotes attributed to him than any other management thinker of modern times. I am frequently asked whether a comment attributed to Drucker could actually be confirmed. Sometimes it sounds like something Drucker might say, but I cannot recall his actually saying it, or reading it among his writings or speeches. There is, however, one particular remark that I clearly remember his making again and again. Yet, only after I wrote and explained this in several of my books about Drucker did it appear anywhere, and I have never seen it among his published work. This is what he said . . . often: “What everyone knows is usually wrong.” His continued use of this phrase clearly meant that he not only believed it strongly, but considered it important. I investigated its truth and discovered just how correct he was.

Drucker was Right Again

Maybe through repetition I finally began to think more deeply

about what his words really meant. This seemingly simple and self-contradicting statement is not only true, it is immensely valuable in every business and management decision and analysis. What Drucker wanted to emphasize was that we must always question all assumptions no matter from where they originate or how obvious they may first appear. This is especially true regarding anything that a majority of people “know” or assume without analysis or further questioning. This “knowledge” should always be suspect and needs to be examined much more closely, because in a surprisingly high percentage of cases, the information “known to be true” will turn out to be false, inaccurate, or true only under certain conditions. This can lead a consultant to overlook some uniquely valuable alternatives and to adopt some extremely poor, even flat wrong recommendations. I now consider this simple statement critically important regarding his work and specially that in consulting engagements.

Is What Everyone Knows Usually, Sometimes, or Never Wrong?

Of course there are many old “truisms” once thought by everyone to be true which we laugh at today. “The world is flat” or “The earth is the center of the universe” are typical. Doubt some of these things in past centuries and you could be sent to prison or burned as a witch. The ancient Greeks knew that everything was made up of only four elements: earth, air, fire, and water. I don’t think that you got imprisoned or killed for believing otherwise, but you were at the very least thought ignorant.

In modern times we learned that these views were mistaken. When I took chemistry in high school, I learned that a Periodic Table of Elements had been formulated by the Russian chemist and inventor, Mendeleev and that it had been established that there were exactly 93 elements which were arranged by atomic mass. You got an “A” if we could name them all. Had we proposed that there could be more, I am certain that we would have been immediately corrected by our teachers. In the words of Richard Rodgers and Oscar Hammerstein in Oklahoma, things “had gone about as far as they could go.” Today, there are 102 elements --- or so “everybody knows.” And they forgot to tell us that Mendeleev had only envisioned 63 elements . . . the other thirty hadn’t been discovered yet in his time.

We see a lot on TV and in the movies again regarding Arthur Conan Doyle’s famous detective, Sherlock Holmes. Everyone knows Sherlock’s most famous utterance was a sentence consisting of only the four words, “Elementary, my dear Watson.” Everyone knows that the famous detective would respond with these words on Dr. Watson’s surprise at a particularly shrewd and unexpected deduction made by the sleuth. Maybe everyone knows this, but they are wrong. As pointed out by Paul F. Boller, Jr. and John George in their book, *They Never Said It* (Oxford University Press, 1989), Holmes didn’t utter the immortal words in a single instance in anything ever written by Doyle, not in any of Doyle’s four published novels and fifty-six short stories about the adventures of Sherlock Holmes and his side-kick and physician friend, Dr. John H. Watson. Wherever than did people ever come up with such universally believed, but incorrect knowledge? If not Doyle’s literary character, who did utter these immortal words? It was the English actor, Basil Rathbone playing the part of Sherlock Holmes in Hollywood movies that responded with the famous sentence, not Doyle’s character in anything he ever wrote. These words seemed to fit the character of Holmes perfectly in those days on the silver screen, and though not emanating from Doyle’s creation, it became a known fact that it did.

Analyze Every Assumption

Many years ago, I was involved in the selection of one of two designs for a new aircraft from two different companies for the Air Force. The companies were The Boeing Aircraft Company and McDonnell-Douglas Aircraft Company. Those who know this industry also know that the former company eventually acquired the latter, but this has nothing to do with my story here. Both companies proposed modifying one of their standard airline designs which was already in production and in use. Periodically we would meet with each aircraft company’s design team individually to access progress on each company’s proposals, the acceptance of which would be worth hundreds of millions of dollars to the winning contractor.

On one occasion we met to discuss ways in which we might lower the cost of each aircraft. The suggestion came from the McDonnell-Douglas manager although getting ahead of my story it was the other contractor who ultimately won the contract. He said: “You can save \$10 million dollars for each aircraft produced if you will allow us to deviate on the size of the escape hatch by two inches. That would be the standard size of the hatch of

current airliners. They successfully passed all FAA tests with no problems.” I promised to look into his request. It could save a lot of money.

Tracking Down the Origin

The initial source was the engineer who had put this requirement into the package listing design specifications that we had sent to the two aircraft manufacturers. However, frequently, we need to conduct a process I call “peeling the onion” because the initial source may not be the actual originator. What we are looking for lies inside one, maybe more layers of onion we need to peel away to get to the center – the ultimate source.

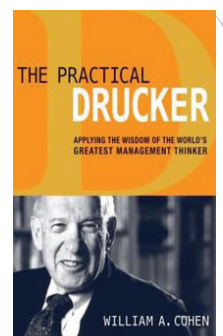
As soon as I could I contacted the engineer responsible for the aircraft specification that McDonnell-Douglas wanted dropped. “We can’t do it,” he told me. “This requirement comes directly from our aircraft design handbook with specifications that we must use for all new transport type aircraft.”

This meant that the source had another source. This other source was the design handbook. Not only did it produce a predictable and repeatable result, but “everybody knew” because of its reliability, not only that these dimensions were the correct ones for the escape hatch, but that we were required to use them.

Is the Source Valid?

Both reliability and validity are concepts that come from testing. The validity of a test tells us how well the test measures what it is supposed to measure. It is a judgment based on evidence about the appropriateness of inferences drawn from test scores. But we’re not looking at test scores here, we’re looking at assumptions. So where did this particular specification in the aircraft design handbook come from? Knowing that source could help me decide whether this particular specification was valid for the aircraft we now wanted to build. Another words, we still hadn’t located the original source for this information. So, I looked further. I knew that every specification in the aircraft design handbook was referenced as to where it came from and what it was based on. Making this a requirement was good thinking. Usually they were based on the original tests performed. I asked the engineer to do the necessary research to find out what tests this particular design specification was based on and when they were accomplished. Surprise, surprise, this specification was based on an aircraft test done with propeller-driven aircraft almost thirty years earlier. That aircraft traveled at about 120 miles per hour. The aircraft we were working on traveled at about 500 miles per hour. Obviously, in this instance, the design specification was not valid. We turned it over to one of our aeronautical designers. He advised us to forget what everyone knew (the design handbook) and the two inches at the air speeds we were anticipating for an emergency bailout would make no difference at all. We took his advice and saved millions of dollars. Shouldn’t you follow his cautionary assertion too?

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40 LESSONS FOR A NEW KIND OF ENTREPRENEUR

Derek Sivers

- ▶ Portfolio
- ▶ 96 pages
- ▶ September 2015

You can follow the beaten path and call yourself an entrepreneur or you can blaze your own trail and really be one.

When Derek Sivers started CD Baby, he wasn't planning on building a major business. He was a successful independent musician who just wanted to sell his CDs online. When no one would help him do it, he set out on his own and built an online store from scratch.

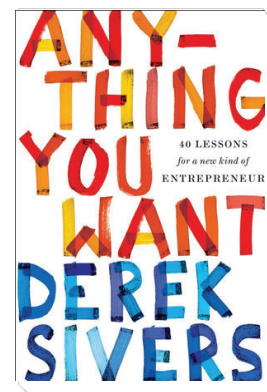
He started in 1998 by helping his friends sell their CDs. In 2000, he hired his first employee. Eight years later, he sold CD Baby for \$22 million.

Sivers didn't need a business plan, and neither do you. You don't need to think big; in fact, it's better if you don't. Start with what you have, care about your customers more than yourself, and run your business like you don't need the money.

Originally a professional musician and circus clown, Derek Sivers created CD Baby in 1998. It became the largest seller of independent music online, with \$100M in sales for 150,000 musicians.

In 2008, Derek sold CD Baby for \$22M, giving the proceeds to a charitable trust for music education. He is a frequent speaker at the TED Conference, with over 5 million views of his talks. Since 2011 he has published 34 books, including "Anything You Want" which shot to #1 on all of its Amazon categories.

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REFLECTIONS FROM 101 OF YALE'S MOST SUCCESSFUL ENTREPRENEURS

Chris LoPresti

- ▶ Merry Dissonance Press
- ▶ 314 pages
- ▶ September 2015

What if you could sit with the founders of successful companies and discover the secrets to their success?

Through INSIGHTS, Chris LoPresti has gathered 101 world-class mentors to share their invaluable experiences for the benefit of every entrepreneur.

INSIGHTS grants you access to some of Yale's leading entrepreneurs and the key learnings they've collected on their own entrepreneurial journeys. From founders of Fortune 500 companies such as FedEx, to the next generation of entrepreneurs like Thiel Fellows, to early investors in Apple, Cisco, Facebook, and other billion dollar startups, INSIGHTS is a collection of the best advice offered by a diverse group of leaders and innovators.

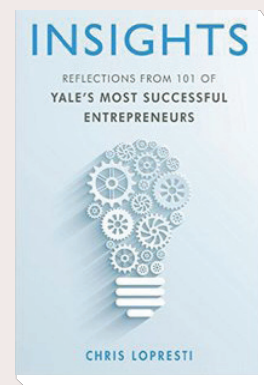
The 101 featured contributors reveal lessons learned the hard way to help you avoid common pitfalls and allow you to lead your company toward more streamlined success. This unique library of knowledge is available to

reference as often as you need.

Thinking about starting your own company? Trying to improve your organization? INSIGHTS provides a wealth of information to guide you along your entrepreneurial journey.

Chris LoPresti is the Founder of TouchPoints, a consumer data technology company that helps brands connect with their community. LoPresti is also the founder and chairman of ELIS Inc., a nonprofit focused on promoting STEM education and supporting the next generation of entrepreneurs.

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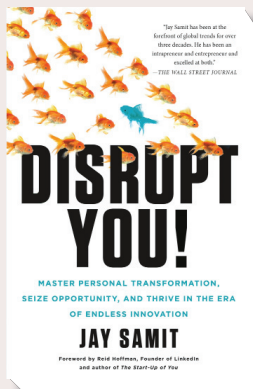


MASTER PERSONAL TRANSFORMATION, SEIZE OPPORTUNITY, AND THRIVE IN THE ERA OF ENDLESS INNOVATION

Jay Samit

- ▶ Flatiron Books
- ▶ 304 pages
- ▶ July 2015

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In today's ever-changing and often-volatile business landscape, adaptability and creativity are more crucial than ever. It is no longer possible—or even desirable—to learn one set of job skills and work your way up the ladder. Rather, today's entrepreneurs and business leaders must anticipate change to create opportunities for professional success and personal satisfaction. In *Disrupt You!*, Jay Samit—a digital media expert who has launched, grown, and sold start-ups and Fortune 500 companies alike—describes the unique method he has used to invent new products and grow established businesses throughout his career.

Samit has been at the helm of businesses in the ecommerce, digital video, social media, mobile communications, and software industries, helping to navigate them through turbulent economic times

and guide them through necessary transformation so that they stay ahead of the curve and profitable. In *Disrupt You!*, he shows how the strategies that help companies flourish can be applied at an individual level. By challenging assumptions, pinpointing one's unique value, and identifying weaknesses in the structure of current industries, anyone can achieve success and prosperity.

Jay Alan Samit is a dynamic entrepreneur and intrepeneur who is widely recognized as one of the world's leading experts on disruption and innovation. He launches billion dollar businesses, transforms entire industries, revamps government institutions, and for over three decades continues to be at the forefront of global trends.

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HOW TO THRIVE IN A WORLD OF TOO MUCH

Tony Crabbe

- ▶ Grand Central Publishing
- ▶ 320 pages
- ▶ July 2015



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It is difficult to ask anyone 'How are you doing?' without hearing the word 'busy' at some point in the answer. All around the world I meet people who are over-whelmed; who are exhausted; who feel helpless in the face of the machine. These people aren't serial moaners; they're the life blood of any business: the committed employees, the leaders, the high potentials. These people are you and me. We're striving and striving to keep up, using all the efficiency we can squeeze out of our technology, and we're falling behind; but that is only half the story.

The other half of the story is the nagging sense of failure that we try and ignore: failing to live the life we dreamed of; to be the parent, partner or friend we want to be; to be as happy as we might be. Stretched tighter than a wire, something has to give. Unfortunately, often the things that give are what we value most.

It's unsustainable commercially; draining professionally; depressing personally. It's not much fun.

Tony Crabbe is a Business Psychologist who splits his time between writing and consulting with companies including Microsoft, Disney, News Corporation and HSBC. As a psychologist he focuses on how people think, feel and behave at work. Whether working with leaders, teams or organizations, at its core his work is all about doing things differently. This means delivering lasting behavioural change by approaching problems unusually. For example he facilitated a project in Kenya and Peru which won the Optimas International Award. This brought senior leaders together from Microsoft, the World Bank and the United Nations, along with significant political figures to work on problems related to eradicating poverty. This project won the International Optimus Award.

THE FUNDAMENTALS ARE ALL YOU NEED TO SOLVE (NEARLY) ALL OF YOUR MANAGEMENT PROBLEMS

Bruce Tulgan, author *Bridging The Soft Skills Gap*





You walk into your weekly team meeting expecting the standard updates around the table. Some people more prepared than others. Not enough information from some, too much from others. Digressions. Side conversations. Devices. One hour turns into two.

You sometimes think: "Why do we even have these team meetings?" After all, everyone touches base with everybody on the team almost daily. There is an open door policy. If something comes up, you let each other know as needed. You talk and email with each other all day long.

Nonetheless, the meeting begins as usual. Until it quickly surfaces that very important Project Q is off track and behind schedule. How could this be? You've been checking in with everybody regularly one-on-one on top of the weekly team meeting.

It's not clear what happened. Maybe there was a change in specifications that wasn't fully communicated. Perhaps a resource constraint got in the way, a technology glitch, or human error? Somebody must have dropped the ball – internally or externally. Is there anyone who can be held accountable? Mr. Red has dropped the ball before.

There are a lot of moving parts with Project Q. Now changes must be made throughout, changes that will require rework by counterparts in another group in another department. They will not be happy.

Time, resources, energy, and money have been wasted. There is blaming, complaining, explaining. Everything has been harder since the team recently lost its most valuable player, Ms. Platinum. And her replacement, Ms. Bronze, is still not fully up to speed.

You spring into action and the firefighting ensues. You have a series of one-on-one huddles with the team-members you know you can count on in a jam. You take over some responsibilities yourself – including begging the counterparts in the other group in the other department to redo their part. There are some quick stand-up meetings and long hours of heavy lifting. The crisis is handled and Project Q is back on track.

When you figure out exactly what happened, there will probably be some very difficult conversations, and there will be consequences. Some people might lose their jobs. Even if Mr. Red is not to blame, it's about time you really spoke to Mr. Red about his stubbornly inconsistent performance.

Once you finally get everything back on track, you are way behind on your other responsibilities. So are your employees. But things are mostly back to normal.

You touch base with everybody almost daily. They know your door is always open. If something comes up, you let each other know as needed. You talk and email with each other all day long. In any event, you will catch up with everyone in the next team meeting.

The manager of Project Q above appears to be attending reasonably well to the fundamentals of management 101: Holding regular team meetings, touching base with his employees almost daily, open door, and ongoing visibility by email and telephone. And if you asked him just before Project Q fell apart, he would probably have said, "Everything is going just fine."

The manager in this story is like the vast majority of managers at all levels in organizations of all shapes and sizes. There's lots of communication. It's just not very good communication. Like

so many managers, this manager's communication is mostly ad hoc, hit or miss, surface level, and often pro forma, "managing" more or less on autopilot until something goes wrong, which it always does, and then they get pulled into firefighting mode. .

What can a real manager in the real world actually do to gain control? That is exactly the question that I have been trying to answer since 1993 in our ongoing research on supervisory relationships. It turns out that when things are going wrong in a management relationship, almost always, the common denominator is unstructured, low substance, hit-or-miss communication. More to the point, we have also been tracking and documenting and synthesizing the best practices of the very best most effective managers.

What special tricks do the very best managers have up their sleeves? Not many. All they do is practice the fundamentals very well. They build and maintain an ongoing schedule of high-quality one-on-one dialogues with every single person they manage. These are not so-called "crucial conversations" when things go wrong, but rather the so often neglected regular structured conversations to concentrate on the fundamentals:

- making expectations clear
- tracking performance and provide ongoing candid feedback
- providing support, direction, troubleshooting, and guidance
- recognizing and rewarding in line with performance

How many ongoing structured regular (at least weekly) one-on-one dialogues can a manager maintain? The answer is different for every manager. No matter how many people you are responsible for managing, you have to make choices every day about how you are going to use your management time. Some people need you more than others, of course. But everybody needs to have an ongoing high-substance dialogue with you.

High-substance means rich in immediately relevant content, specific to the person and the situation, with a clear execution focus.

Talk about what's going right, wrong, and average. Remind everybody of broad performance standards regularly. Ask really good questions. Turn best practices into standard operating procedures and teach them to everybody. Use plans and step-by-step checklists whenever possible. Focus on concrete actions within the control of the individual employee. Follow up, follow up, follow up, and provide regular candid coaching style feedback. Follow through with real consequences and rewards based on performance in relation to expectations.

One-on-ones are also where you answer employees' questions as they come up. Get input from your employees throughout the process. Learn from what your employees

When you figure out exactly what happened, there will probably be some very difficult conversations, and there will be consequences. Some people might lose their jobs.



are learning on the front line. Strategize together. Provide advice, support, motivation, and even inspiration once in a while. Together you'll need to regularly think through potential obstacles and pitfalls – make back-up planning part of every work-plan. Anticipate and prepare. Train and practice.

Together you will uncover on a regular basis what can be done and what cannot, what resources are necessary, what problems may occur, what expectations are reasonable, what goals and deadlines are sufficiently ambitious, and what counts as success versus failure.

Every step of the way, stay on the lookout: Are there problems hiding around the corner or just below the surface? Small problems that can be solved now so they don't turn into bigger problems soon? Resources we need to obtain or else figure out what to do instead? Key people in interdependent roles we need to be engaging?

What's changing? What's about to change? What might change soon? Don't be embarrassed that things change. It wasn't your idea. Uncertainty is the new certainty, right? When priorities change, expectations change. That is just further evidence that telling people what to do and how to do it is critical. After all, who is going to tell each employee:

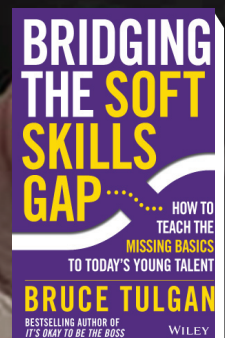
- Which priorities have shifted and changed today?
- What are they supposed to focus on today?
- What are the expectations today?

That's it. It's just the fundamentals---- practiced consistently with rigor and discipline.

Here's the good news: The fundamentals work. The simple process of maintaining high-structure high-substance ongoing one-on-one dialogues really works wonders. When managers consistently practice this technique, employees get the guidance, direction, feedback, troubleshooting, and coaching they need. And the business results follow: Increased employee performance and morale, increased retention of high performers and turnover among low performers, and significant measurable improvements in business-outcomes. Not only that, but a steadily diminishing rate of management time spent "firefighting."



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REPEATING SUCCESS THROUGH PEOPLE, PRODUCTS, AND PROFITS

Ken Goldstein

- ▶ The Story Plant
- ▶ 144 pages
- ▶ September 2015

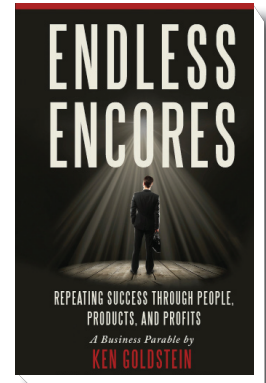
As difficult as it is to have your first big success, most people find it exponentially harder to repeat success. So many of us, after “bringing the crowd to its feet,” worry that we’re going to get booed off the stage with our next venture. Is there a way to avoid this, to have multiple hits and “endless encores?”

Technology executive and bestselling author Ken Goldstein shows the way to repeating success by concentrating on three essentials – people, products, and profits, in that order. In this affecting and instructive business parable, he tells the story of a man who has accomplished much but now fears exposure as a fraud and the woman who, as a CEO with multiple successes to her credit, shows him the secret to consistent achievement.

Are you ready to play endless encores? If so, this is your story

Ken Goldstein advises start-ups and established corporations in technology, entertainment, media, and e-commerce. He currently serves as a board member and strategic advisor at Thrift Books LLC, the largest seller of used books in North America, as well as The Good Men Project, a fast growing digital content destination where he is a frequent contributor. He publishes the business blog CorporateIntel and speaks frequently on the topics of innovation and creativity. His first book, *This Is Rage: A Novel of Silicon Valley and Other Madness*, published by The Story Plant in October 2013, was a Barnes and Noble Online bestseller, and a theatrical adaptation is in development for the stage.

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A GUIDE FOR MAKING THINGS HAPPEN AT WORK, AT HOME, AND IN YOUR COMMUNITY 3RD EDITION

B. Kim Barnes

- ▶ Wiley
- ▶ 192 pages
- ▶ July 2015

Influence is a skill-set that everyone needs; yet the necessary techniques and fundamentals of exercising influence are rarely taught. In this revised edition of *Exercising Influence*, Kim Barnes draws on her thirty years of consulting, teaching and observation to demystify the process of influencing others. This vital resource teaches how to accomplish more with less effort. It shows readers how to create work, family, and community relationships that are more balanced and mutually rewarding, and to take charge of their lives in a powerful, ethical, and productive way.

Kim Barnes is president and CEO of Barnes & Conti Associates, Inc., of Berkeley, California, an independent learning and organization development firm. She holds a master's degree in Human Development and has over 30 years of experience in the fields of management, leadership, and organization development. She has

worked in both internal and external roles with organizations in a broad range of industries, including high technology, research and development, e-commerce, biotechnology, telecommunications, aerospace, finance, distribution, public utilities, health care, manufacturing, insurance and government.

Kim has been a frequent speaker at national and international professional conferences and meetings and has published a number of articles in professional journals in the U. S. and abroad.

THIRD EDITION

EXERCISING INFLUENCE

A GUIDE FOR
 MAKING THINGS HAPPEN
 at Work, at Home, and in Your Community



B. KIM BARNES

WILEY

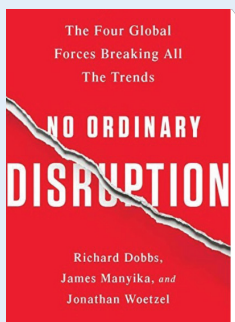
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THE FOUR GLOBAL FORCES BREAKING ALL THE TRENDS

Richard Dobbs, James Manyika, Jonathan Woetzel

- ▶ Public Affairs
- ▶ 288 pages
- ▶ May 2015

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The world not only feels different. The data tell us it is different. Based on years of research by the directors of the McKinsey Global Institute, *No Ordinary Disruption: The Four Forces Breaking All the Trends* is a timely and important analysis of how we need to reset our intuition as a result of four forces colliding and transforming the global economy: the rise of emerging markets, the accelerating impact of technology on the natural forces of market competition, an aging world population, and accelerating flows of trade, capital, people, and data.

Our intuitions formed while the world economy was experiencing a uniquely benign period, often termed the Great Moderation. Asset prices were rising, the cost of capital was falling, labor and resources were abundant, and in generation after generation, young people were growing up more prosperous than their parents. But the Great Moderation has gone. The cost

of capital may rise. The price of everything from grain to steel may become more volatile. The world's labor force could shrink. Individuals, particularly those with low job skills, are at risk of growing up poorer than their parents.

Based in London, Richard Dobbs is a director of the McKinsey Global Institute and leads McKinsey research on global economic trends, including urbanization, resource markets, capital markets, and productivity and growth.

James Manyika is a director at McKinsey & Company and director of the McKinsey Global Institute, McKinsey's business and economics research arm, and one of its three global co-leaders.

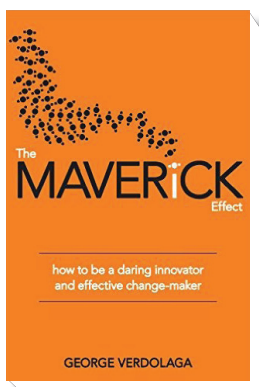
Based in China since 1985, Dr. Jonathan Woetzel has been instrumental in building McKinsey & Company's China office.

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HOW TO BE A DARING INNOVATOR & EFFECTIVE CHANGE-MAKER

George Verdolaga

- ▶ Promontory Press
- ▶ 232 pages
- ▶ September 2015



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The *Maverick Effect* shows people how to implement change and become successful without the advantages that others have. Readers will discover how not having wealth or connections can actually be a blessing in disguise, and how to set the trends that opinion leaders will follow.

The *Maverick Effect* tells stories of people who have succeeded despite personal and professional disadvantages. This book does not dwell on the definition of leadership and innovation, instead giving practical how-to advice on how one can become a daring and effective change-maker. As the business world continues to change, an outsider perspective is invaluable. Mavericks and outsiders can become innovators and change-makers, gaining wider acceptance and leadership roles by playing by the rules of the mainstream crowd and introducing

unique and powerful new ideas.

George Verdolaga is an Amazon-bestselling author and keynote speaker. His biggest passion is helping people and companies get out of their own way so that they can reach their work or business objectives as quickly and painlessly as possible.

George was the president of the Westdrive Educational Foundation (WEFI) and served as the administrator & program adviser for both the elementary & pre-school departments for ten years. George continued his involvement in education by volunteering as a Grade 3 teacher at the parish religious education program (PREP) of St. Andrew's Parish in Vancouver's East Side community for 10 years, with his wife Maita. Both of them are also active members in their local church.



5 STEPS FOR DEVELOPING MENTOR RELATIONSHIPS

Rita B. Allen, author *Personal Branding
and Marketing Yourself*



Mentors come to us from a variety of venues, each offering wisdom and counsel in different ways. We should aim to seek out multiple mentors, be our own advocate and initiate these relationships.

Mentors are an important part of our careers - both having a mentor and being a mentor. They can play a key role in our professional and personal development. A mentor can be a sounding board as well as a source of encouragement and support. As we progress in our careers, we can share our wisdom and learnings as a mentor to others in our workplace and community. Both relationships offer us access to people and resources when making difficult decisions, career choices and/or managing complex situations.

Making it a priority to seek out mentors in our lives and careers and taking the time to mentor others is not only important but extremely rewarding. In fact, having and being a mentor are two major milestones during one's career and contribute greatly to establishing and building our personal brand. Mentors come to us from a variety of venues, each offering wisdom and counsel in different ways. We should aim to seek out multiple mentors, be our own advocate and initiate these relationships. In addition, welcome opportunities to mentor others to give back and provide support to others.

Create a mentoring plan that allows you to be your authentic self while pushing in new ways, being open to showing vulnerability and taking some risks. Don't wait for mentors to come to you in a formal manner. Take the lead, be purposeful and focused with your objectives.

Use these five steps to help you establish your plan for seeking out mutually rewarding mentor relationships.

Step 1 – First and foremost, identify what you need

Do your homework first. Establish specific goals and objectives that you would like to achieve with each mentor. Be thoughtful and mindful of their time and set realistic and practical expectations. Create a partnership that is one of give and take. Offer your assistance, knowledge and resources to your mentors just as often as you ask for their help. It is all about relationship building – what you put into the relationship is just as important, if not more so, than what you get out of the

relationship. Approach each mentor with sincerity, transparency and authenticity. Be clear and concise in communicating your needs and expectations. Ask them for their input and feedback and most importantly, go into the relationship with an openness to receiving it.

Step 2 – Reach out to a variety of mentors to meet diverse needs

Determine a host of possibilities that play to your mix of goals and objectives. Establish mentor relationships with multiple individuals across different parts of your life. Mentors come in all shapes and sizes from all faucets of our world – both personally and professionally. They can come in the form of role models, peers, colleagues, managers, leaders, professors, teachers, family members, friends, relatives, coaches and other contacts. We enter into these mentor relationships as well as maintain them in formal and informal ways. What's most important is to be diligent in establishing and nurturing long lasting relationships with all of the mentors throughout our career stages and lifetime. Be pro-active and strategic by identifying mentors that cross all of the different paths of your career and enhance your ability to develop and grow both personally and professionally.

Step 3 – Create a strategy that offers your value-add and keeps mentors engaged

Identify your personal brand and articulate it effectively. Prior to entering into any mentor relationship, conduct your personal due diligence. Prepare yourself for the difficult questions a mentor will likely ask you and be ready for the challenge to further reflect and probe within yourself. Enter into the relationship confident and empowered. Know yourself – your strengths, development areas, knowledge, skills, competencies, interests, values and priorities. Assess your short and long term goals for your life and career. Invest in your education and continued advancement. Join and be active in professional associations and involved in your community. Take on leadership roles that allow you to grow as well as nourish and feed your passion(s).

Step 4 – Stay true to your vision and your goals

Create a formal plan that you assess, evaluate and update

regularly. Stay true to yourself by keeping yourself accountable. The mentee is the driver for any mentor relationship – keep this in mind and be diligent with your initiatives. Have a vision that includes both a short term and long term outlook. Revisit your goals on a regular basis. Make changes and adjustments as necessary. Be flexible and open to new possibilities while staying focused on your track.

Step 5 – Communicate, Communicate, Communicate!

Keep the channels of communication open throughout the entire mentor relationship and well beyond. Let your mentor know your progress – your successes, challenges, on-going struggles, and lessons learned. Be sure to give your mentor regular feedback by sharing the ways they are positively impacting you. Express your gratitude and appreciation. Be an active listener – embrace and reflect on the feedback you receive and incorporate it into your strategies. Stay open-minded and be flexible to new opportunities and possibilities. Accept constructive criticism openly and boldly; share your concerns with sincerity. Don't be afraid to show vulnerability and take some risks. Honest and open communications is the key to setting a foundation for building trusting mentor/mentee relationships. Celebrate your achievements!

Ask Rita: Do you have a career question and/or a career story to share? Email your questions or stories to rita@ritaballenassociates.com

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HOW TO TEACH THE MISSING BASICS TO TODAY'S YOUNG TALENT

Bruce Tulgan

- ▶ Jossey-Bass
- ▶ 288 pages
- ▶ September 2015

The number one challenge with today's young talent is a problem hiding in plain sight: The ever-widening "Soft Skills Gap."

Today's newest new young workforce has so much to offer – new technical skills, new ideas, new perspective, new energy. Yet too many of them are held back—and driving the grown-ups crazy—because of their weak soft skills.

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- "They know how to text but they don't know how to write a memo."
- "They don't know what to say and what not to say or how to behave in meetings."
- "They don't know how to think, learn, or communicate

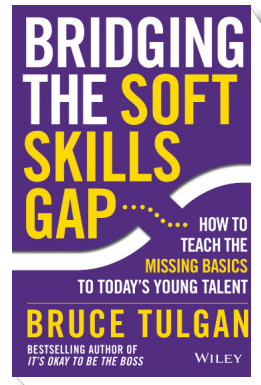
without checking a device."

"They don't have enough respect for authority, and don't know the first thing about good citizenship, service or teamwork."

Soft skills may be harder to define and measure than hard skills, but they are just as critical. People get hired because of their hard skills but people get fired because of their soft skills.

Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace and one of the leading experts on leadership and management. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.

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HOW SMART LEADERS GUIDE THEIR TEAMS TO EXCEPTIONAL RESULTS

Mike Figliuolo, Victor Prince

- ▶ Career Press
- ▶ 288 pages
- ▶ July 2015

Every employee is different, but unfortunately many leaders use a one-size-fits-all approach to leading. In doing so, these otherwise well-intentioned leaders are working harder than they should while not getting all they could out of their teams.

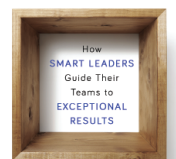
Lead Inside the Box gives leaders a way to get the best out of their teams by focusing their energy where it will make the biggest difference. A leader's time and energy is precious. It's a finite resource and must be invested wisely. The better you're able to determine where you're investing that time and energy, the more effectively you can lead your team.

Mike is the Founder and Managing Director of thoughtLEADERS, LLC – a professional training firm focused on leadership development. His new book Lead Inside the Box: How Smart Leaders Guide Their Teams

to Exceptional Results is designed to help leaders use their time and effort more efficiently and effectively so they get the best performance possible out of their teams.

Victor is the Managing Director of DiscoveredLOGIC – a professional training firm focused on leadership development. His new book Lead Inside the Box: How Smart Leaders Guide Their Teams to Exceptional Results is designed to help leaders use their time and effort more efficiently and effectively so they get the best performance possible out of their teams.

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Victor Prince and Mike Figliuolo

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Greg Long, Butler Newman

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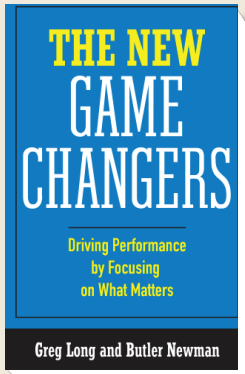
Ever Wish You Could “Clone” Your Top Performers?

Now You Can Make Every Team Member a Top Performer

As the business environment grows ever more complex and new competitors enter the marketplace, the demands on leadership change. Conventional approaches won't cut it any longer. In *The New Game Changers*, Greg Long and Butler Newman tell the story of Aimee Martin, who rejoins her former company to help turn around slumping sales. The sales training initiative that was implemented while she was away came highly recommended, but it was not well received by the frontline staff. And now the new head of marketing is proposing yet another initiative—a slick digital sales campaign.

Greg Long is a recognized thought leader in the area of performance improvement, focusing on how improvements in individual performance help organizations realize improved business results.

Butler Newman is a recognized leader in the field of organizational performance, consulting with business and learning leaders to ensure top performance in roles critical to their organizations' success. He has published multiple articles on the topic, and as vice president of performance excellence, Butler leads the Organizational Excellence practice for the global consulting organization GP Strategies Corporation.



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HOW TO SUCCEED AS THE CENTER SHIFTS

Ernest Gundling, Christie Caldwell, Karen Cvitkovich

- ▶ Wiley
- ▶ 240 pages
- ▶ September 2015

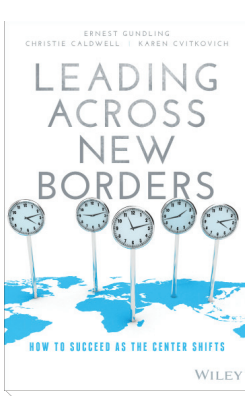
Leading Across Borders is the leadership guide for the new business environment. The world's economic center of gravity is shifting at a rapid pace – huge emerging economies have already emerged. As businesses operate in an increasingly global context, the most successful leaders are able to see through the eyes of others and to hear the voices of customers and colleagues from around the world. They build their own personal networks, navigate differences, and work effectively across new borders – both the physical borders between countries and the limits of old leadership paradigms.

coaches executives with global responsibilities, and is a sought-after keynote speaker.

Christie Caldwell is the Director of Consulting for Asia Pacific at Aperian Global. Leveraging her business experience in the U.S., Europe, the Middle East, and Asia Pacific, she drives thought leadership and innovative approaches to support clients' global talent development needs. Ms. Caldwell conducts research and writes regularly on topics related to globalization, with particular focus on leadership development for high potentials in fast-growth markets.

Ernest Gundling is co-founder and managing partner of Aperian Global. He assists clients in creating strategic global approaches to leadership development, organizational change, and relationships with critical business partners. Dr. Gundling works with multicultural executive teams,

Karen Cvitkovich is a Senior Consultant with Aperian Global and assists clients in the areas of global leadership, teams, negotiations, diversity & inclusion, change management, and post-acquisition integration. Ms. Cvitkovich has worked in more than thirty countries throughout Europe, Asia, the Middle East, and Latin America.



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WORK LIFE HARMONY

Scott Mautz, author *Make It Matter*



It is undeniably interesting and exciting to work on global businesses. But the around the world excitement comes with a tradeoff – an around the clock pull to engage and lead. Late night or early morning conference calls are now as much a part of daily business practice as the post it note. And despite perfectly good video conferencing capabilities, we all know nothing beats face to face communication. And of course you can't see, feel, and understand a local market through Skype. All of this means more extended road trips, odd hours, and host dinners with colleagues, which in turn means more and more unnatural living rhythms, less and less time with the family, less time to breathe.

Currency fluctuations, the complex quest for scale, and entrenched local competitors all pale in comparison to this great scourge of operating in a global business.

We're out of whack - running on fumes at times. We're stripping the "lobal" out of "global" because we're too tired to think in our multi-country roles. When our lives get so out of skew, the significance and meaning we derive from work, and our motivation to give it our all, plummet. It becomes a battle to survive, let alone excel.

How in the Great Wide World do we get our work-life balance back?

It starts with understanding that the term work-life balance is no longer appropriate for the modern, global workplace. It suggests work and life are not as intertwined as they are, thanks to email, international communications, and heavier workloads. It implies the two strands could be separated as easily as a closing whistle once ended a factory worker's shift. And no two people define "balance" the same way, which stultifies the cookie-cutter measures often used to address the issue.

The term work-life harmony is more indicative of what to aim for - integrating work and life harmoniously in a mutually supportive fashion that yields a net pleasing effect on the whole. After all we only have life, work is a part of it, and harmony amongst the two is undeniably worth the pursuit. 72% of the highly engaged agree with the statement that "My organization

makes it possible to balance work and personal life", which garners only 20% agreement among the disengaged. 1

More than ever, the global leader, with disproportionately straining demands, needs a laser-focused answer, not generalities, to bring their life back into harmony. I've developed a specific plan. The mnemonic S.P.E.C.I.F.I.C pinpoints what you can do as a global leader to help others (and yourself) make progress toward achieving work-life harmony in this increasingly time-challenged global business world. It starts with being intentional, holistic, and specific in your approach.

Simplification – Complexity has a way of creeping steadily into our work lives in small, incremental doses that build up on us over time. We often don't notice the cumulative effect of each little activity we engage in or take on until we look up and suddenly things at work seem way too complex, overwrought, and unproductive. This is exponentially true on global businesses. It is critical to stop and ask "Why are we doing what we are?", and "Is it worth it?". Use power questions to challenge the status-quo of activity. For example, on one of my teams we encouraged everyone in the organization to ask, whenever any new work was about to be created, "Is the Juice Worth the Squeeze?" It forces you to stop and think about what's being asked to be done and whether or not it's worthy of the added complexity and effort it's about to bring (global operations are complex enough!).

Another power question we asked was, "How About Half-Time?" Fellow employees were encouraged to open meetings with the question "How about we do this meeting in half the time?" Setting such a goal forces discipline and gives time back, especially in those dreaded meetings that are scheduled to span over multiple hours. It's important to note that this charge is not meant to turn each meeting into robotic drills bereft of any human connection, laughter, or fun. The point is not to take the humanity out of the meetings, but to make the meetings more humane.

In addition to power questions, you can employ power tools to drive simplification. These include Save-A-Day

I have found ways to
weave that driving force
in my life into work.



programs where effort is put into combing out enough waste during the work week that employees get back an entire day, and No Meeting Fridays where people focus on getting things done and clearing the way for a free weekend. I've seen a Global Beat-The-Clock program where a multi-region leadership team committed to eliminating 1 late night conference call a month through an organized, alternative, simple e-mail approach. I've come across a Global Shameless Reapplication award program that openly celebrates when people effectively share and/or reapply good work form around the world to avoid re-invention of the wheel. All in all, work-life harmony in a 24/7 business world requires you to simply get serious about simplification.

Productivity self-audit – This requires a self-critical lens and watchful eye to pinpoint unproductive behaviors that drain time and energy. These behaviors/bad habits simply must go. For example, ever been on a global conference call where every region shows up a few minutes late, has technical trouble connecting, and/or eventually launches into their own unfocused soliloquy? These habits get a 10:00PM meeting off and running, at 10:30PM.

Energy renewing activities – Encourage participation in activities that will restore energy, so employees have plenty when work starts and ends. Author Matthew Kelly takes it further when he says: “Nothing affects personal and professional satisfaction like your energy level – there is no substitute for personal energy.”² The options for creating energy building activities at work are endless. Create a Down the Drain program built around emphatically eliminating that drained feeling employees can get when they leave work at the end of the day. The program could encourage a healthy lifestyle and might include a voluntary weight loss challenge. For upcoming global trips, thoughtfully bake in time for the traveler to decompress upon arrival, taking time for rest or exercise. I can't tell you how many agendas I've seen that go straight from tarmac to get-together. Role-model leaving work at a reasonable hour and share what energizing pursuits you're engaged in outside of work. Facilitate continual learning and growth as a source of energy – turn global trips into enriching cultural experiences. Of course get the overall sleep, exercise, and nutrition your body needs – this must become a priority – even on long business trips. Take the time off from work that you are entitled. Surprisingly, more than half of all Americans do not take all of their vacation days and 30 percent use less than half their allotted vacation time. And yet engagement and productivity hover near all-time lows!³

Choices – Making choices and helping others make them is the most fundamental element of achieving work-life harmony. We all instinctively know this, yet we don't do enough of it – and it's getting harder with so many places we can choose to spend our time on in businesses around the world. But choices must be made based upon reflection and realization of what kind of life you want to lead. Choices informed by keeping what's truly most important in front of you. It's not just about saying no, it's about knowing what to say no to, as part of a bigger integrated plan. Then it's about weaving all those choices into one tapestry – one harmonious life - with work integrated accordingly.

As an example, I find it vitally important to live everyday trying to inspire someone and/or make a difference in their lives. I have found ways to weave that driving force in my life into work. I regularly do keynote speeches at a variety of occasions

within my own company and in other companies around the world in pursuit of this inner need. Preparing for these occasions requires extra time at home, but I've made choices to forego a few other me-time activities that are less important so that I wouldn't have to sacrifice family time. On global trips, when I can I'll bring along my family, offsetting the personal expense of so doing in other ways within our family budget. I'm trying to live one life, with work and life in harmony and mutually supportive of each other.

In-touch with others' situations – Having manager/employee discussions about work-life harmony is critical. Get in tune with what might be hindering or helping the cause for your employee (or yourself). You then need to be prepared to make reasonable adjustments to job requirements or deliverables to help lessen the strain. Being creative in crafting mutually acceptable approaches to how the work gets done is also important.

Flexibility – One of the most common methods for assisting work-life harmony is the commitment to flexible work arrangements. Compressed work weeks, flex hours, less than full time options, work from home options, and location free jobs are just a few such examples. Leaders granting such options are often visibly supportive and even role-model flexible arrangements. They are also mindful of creating the right equilibrium between providing flexibility in work arrangements and keeping a sense of community and accessibility (remote workers can admittedly provide a challenge in this capacity). Provision of flexibility accompanied with accountability for delivering results also needs to firmly be in place. Other common enablers of flexibility are use of technology and a base of trust between manager and the employee.

Involve Others – Working towards work-life harmony is a herculean task; it will undoubtedly take help from others. The family should be enrolled. Co-workers can help by not scheduling meetings at the start or end of business. They can help by respecting that a meeting from 9-10AM ends at 10AM, not 10:15AM, which can throw a whole day off and affect work departure time. The point is to bravely go public with the goal of work-life harmony and enlist all the help possible.

Commit – To have success in striving towards work-life harmony requires real commitment. It has to truly become a priority as there is perhaps no other goal that will inherently have more barriers, particularly in a global business world.

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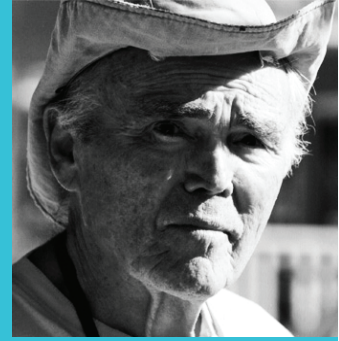
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WHO, WHAT AND HOW

Much prior to Socrates and the world of the Greeks, and most likely even today, people were and are known by what they did and do. So if someone was asked “who are you?” the answer had little to do with who they were, but rather what they did. Even given names had much to do with what they did, and this as family and the child would follow in the footsteps of the parent. Living in confined worlds and having a relatively short life span limits experiences and change.

I contend that the problem for most of us is that who we are has to be considerably more important than what we do, and that how we do what we do is much more important than both who and what we do.

The knowing “who we are?” is not as easy a question to ask as “what we do” or “how we do what we do.” The reason is simple, but complicated. Who we are is very subjective to us. In truth, we are not witness to ourselves nor can be and be present and in the now of the moment. We hear our words (maybe) and believe we see and know our behavior (maybe), but do we feel and hear what others feel, hear and perceive of our words and behavior? Not likely! Compared to what we do and how we do what we do (easily seen and known by all) knowing who we are, is a complex and difficult issue to deal with. And what makes this ever so much more difficult is the unwillingness on the part of most of us to ask those who know us best to tell us what they actually experience of us. “What kind of partner am I?” “What kind of parent am I?” “What kind of boss am I?” “What kind of teacher am I?” “What kind of leader am I?” And the other is no less responsible: “What kind of a partner am I?” “What kind of son/daughter am I?” “What kind of employee am I?” “What kind of follower am I?”

Genuine dialogue is rare, but essential between people important to each other. In fact, just plain dialogue between people in relationship is so much better than monologue and top/down communication. We witness this everywhere and know this inability to communicate between people happens in family relations, between different faiths, different political

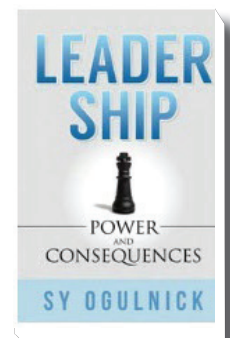
parties, different cultures and different countries.

The problem grows worse not less as we become more dependent on technology, and I do not place the blame on technology, but rather a growing inability to be there with each other, look at each other, to share feelings as well as thoughts, and to confirm/understand each other. Agreement may or may not result, and is it necessary besides the learning more about who we are? One step at a time and one page at a time are often enough.

I’m not implying “kiss and make up” or “give in to what you strongly disagree with.” I am saying that the person we are needs the other for us to be discovered. All that are close to us know a part of us and we need to know what they know just as the other needs to know how we know them. Our uniqueness is not hidden from the other, but unless authentic dialogue exists between us how can we possibly know our own uniqueness? Certainly—not by our self.

What and how we live our lives is known by us and by others. No problem because it is external to us and on stage for all to see. Not who I am. The other knows, I do not, we need each other. Sy

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