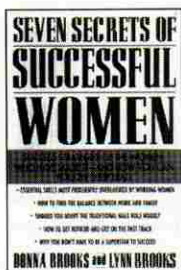


SEVEN SECRETS OF SUCCESSFUL WOMEN

BY DONNA BROOKS AND LYNN BROOKS



Authors Donna Brooks and Lynn Brooks, over four years, profiled hundreds of professional women to find out how they became successful. What they discovered

are seven essential skills that turn up in the professional and personal lives of today's most influential women.

The book was written as a guide for aspiring women at any level—from entry to executive—who want to find balance between work and family, get on the fast track, and overcome the barriers of stereotypes and traditional role models.

In chapter 1, the authors explain the importance of having a mentor who can play a crucial role in career development. They say that having a mentor may be even more important for women than for men.

"Men on the fast track have received informal coaching for much of their lives, whereas many women may not experience the same advantages until they enter the workplace."

This chapter explains the role of a mentor, who can help her protégé learn the values, history, norms, and standards of an organization's culture. There is also information about the stages of a mentoring process, finding a mentor, developing mentoring relationships, and key facts of mentoring.

Each chapter concludes with key summary points and an action plan. For example, in chapter 2, "Successful People Know How To Increase Their Visibility," the authors offer the following suggestions for gaining visibility in an organization:

- ▶ Write for a company newsletter, give presentations, and volunteer as a team leader.
- ▶ Ask to be included in key meetings, projects, and committees.
- ▶ Ask for more responsibility.
- ▶ Think about how you are going to

improve your skills.

The ever-popular topic of networking is tackled in chapter 3. Much of the advice in this chapter was gleaned from Helen Solomons, president of Harrison Associates, a human resources consultancy. She conducted research on the effectiveness of networks, especially international networks, based on relationships. Solomons discovered that establishing an effective network can be critical to one's success strategy. Solomons suggests "making serendipity work for you." By that, say the authors, she means that you can never know what interesting people you will meet, so enjoy the moment rather than concentrating on what they can do for you.

Solomons says that relationship-based networks are important now more than ever because in the chang-

ing workplace, your next job or lead will probably be through a network. She also advocates using such technology as email, fax, and the Internet to build networks. The summary and action plan at the end of this chapter are particularly useful and offer concrete ways to sustain and develop a network.

Communication, as any influential businessperson knows, is an essential skill for success. Chapter 4 looks at the many facets of communication. It covers how to promote yourself, how to deal with conflict, how to negotiate effectively, and how to socialize.

Throughout *Seven Secrets of Successful Women*, the authors include real-life examples to emphasize their ideas. In this chapter, for instance, the authors recount the story of Jane, a senior executive at a major utilities company, who talks about the posi-

ADDITIONAL READING

Hardback

The Art and Science of 360° Feedback, by Richard Lepsinger and Anntoinette D. Lucia. 277 pp. San Francisco: Jossey-Bass, 800.274.4434. \$44.95.

Find out what makes a successful 360° feedback program, if it's right for your company, and how to ensure that it is implemented properly.

Part 1, "Preparing to Use 360° Feedback," explains how to get a multi-source feedback process started. Part 2, "Implementing a 360° Feedback System," covers the best method for collecting 360° data and how to build support for the process among key decision makers.

The book offers step-by-step advice, tips, and personal insight from HRD professionals who have used 360° feedback in their organizations. Also included are case studies and examples from such companies as Northwestern, Mutual Life, and Coca-Cola.

Lepsinger and Lucia have more than 20 years' experience designing and implementing 360° feedback programs for hundreds of companies.

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Human Dynamics: A New Framework for Understanding People and Realizing the Potential in Our Organizations, by Sandra Seagal and David Home. 335 pp. Cambridge, Massachusetts: Pegasus Communications, 617.576.1231. \$29.95.

This book is based on an investigation (began in 1979) of more than 40,000 people representing more than 25 countries. The authors identify fundamental principles common to all humanity that form distinct patterns in the way that human beings are intrinsically "organized." These so-called personality dynamics transcend race and culture, characterize males and females equally, and are observable at all ages.

The book presents a framework for understanding the ways in which we process information, relate to one another, learn, develop, communicate, manifest stress, and maintain well-being.

Human Dynamics is beautifully illustrated, has several captivating full-color photographs, and contains a foreword by Peter M. Senge.

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tive effects of one-on-one communication. "When she told her boss that she was having a baby, he 'naturally assumed' that she would not want to return to her current position on a full-time basis. He said, 'You'll probably want to cut back your hours and take it a little easier.'

"Fortunately, she had a good relationship with him and she said, 'Would you say the same thing to my male colleagues?' He laughed and said, 'You know, you're right. I wouldn't have brought it up with a man.' Her frank and open communication with her boss helped him overcome the general perception that women would automatically want to significantly reduce the amount of work time and responsibility."

Other topics that are covered in part 1 of the book include how to balance work and home, knowing when to take smart risks, and how to understand the politics of an organization.

In the second part of the book, readers can learn how to put the seven secrets to use. Areas include men and women at work, success strategies when you're downsized, international influences, and women and technology. The last chapter, "Looking to the Future," makes some positive predictions regarding the role of women in the workplace. It also looks at the changing organizational landscape and how women are perceived in the new workplace.

Donna Brooks has a doctorate in adult and organizational development and is a frequent lecturer at Temple,

■ "MEN ON THE FAST TRACK HAVE RECEIVED INFORMAL COACHING FOR MUCH OF THEIR LIVES, WHEREAS MANY WOMEN MAY NOT EXPERIENCE THE SAME ADVANTAGES UNTIL THEY ENTER THE WORKPLACE." ■

Penn State, and Villanova universities. Her twin sister, Lynn Brooks, is a marketing strategist in Latin America and Asia for the Institute for Scientific Information, Philadelphia.

Bottom line: A pragmatic look at the strategies that women need to succeed in today's workplace.

Seven Secrets of Successful Women, by Donna Brooks and Lynn Brooks. 275 pp. New York: McGraw-Hill, 800.722.4726. \$19.95

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INNOVATION: BREAK-THROUGH THINKING AT 3M, DUPONT, GE, PFIZER, AND RUBBERMAID

EDITED BY ROSABETH MOSS KANTER, JOHN KAO, AND FRED WIERSEMA



What drives innovation—the ability to develop and market new products and respond creatively to rapidly changing conditions? In *Innovation*, editors Rosabeth Moss Kanter, John Kao, and Fred

Wiersema, attempt to answer that elusive question. They have selected five companies that define innovative thinking and have used it to achieve long-lasting success.

The companies, as the editors point out, are certainly not the only innovators out there. They were chosen "because they have succeeded in inculcating innovation into the very fibers of their organizations."

The book opens with a foreword by renowned management expert Tom Peters, who says that "companies that thrive on chaos by constant innovation are the only ones set to survive in the years to come."

Then, the editors gather for a roundtable discussion that explores the principles, challenges, and pay-offs of applying innovative thinking to business. In this section, Kanter says that a universal characteristic of innovative companies is an open culture that reaches out in all directions and cuts across functions and departments. The editors also discuss

■ why it's impossible to approach in-

novation from a business school mentality

■ why managers must learn to operate more intuitively

■ why cross-functional teams are more reliably productive than any other organizational configuration

■ how fostering a competitive environment results in healthy, creative tension and hungry, entrepreneurial employees.

Each subsequent chapter was written by a senior executive at each of the five companies. One of the most interesting case studies is by William E. Coyne, senior vice president of research and development at 3M, a \$13.5 billion manufacturing company. He explains the company's history, philosophy, and recipe for success.

"Our success is attributable to our ability to attract imaginative and productive people, create a challenging environment, design an organization that doesn't get in people's way, and offer rewards that nourish both self-esteem and personal bank accounts."

3M was founded in 1902 by a group of five investors who wanted to mine corundum, an abrasive mineral used to make sandpaper. But when the deposit was found to be nothing more than a low-grade look-alike, the company started to make sandpaper to survive. That led to the development of two products, 3M-Ite and Wet-or-Dry sandpaper.

"Those two products moved the company into the black and set us on the path we have followed ever since: We identify customer problems, anticipate their unarticulated needs, and come up with innovative solutions. We are *not* a commodity marketer. We could not survive on me-too products or product extensions. Granted, a lot of risk is involved in emphasizing the new and untried, but it's far riskier to rely on the comfortable and familiar," says Coyne.

Today, 3M has companies in 61 countries and sells its 50,000 products in more than 200 nations. Certainly a remarkable achievement from such humble beginnings.

So, how does 3M keep the spirit of innovation alive? One way is to implement what the company calls the "15 percent solution." It allows all technical personnel to dedicate as much as 15 percent of their time to

working on projects of their own choosing—without approval from management. 3M also encourages interdepartmental conversation, which promotes information sharing about projects and technologies.

The other case studies in *Innovation* are similarly absorbing and enlightening. For example, Joseph Miller, CTO and senior vice president of research and development at DuPont, says, "We must be committed to upsetting the natural equilibrium and pushing the company to consider the new strategic possibilities that our scientists' discoveries make possible." He goes on to explain how DuPont views innovation and supports such initiatives as communication networks (there are more than 400 formal and informal networks in the company).

The R&D department at Pfizer Pharmaceuticals proposes hundreds of ideas for new drugs. However, out of every hundred, only half are considered worthy of pursuing to the development stage and then only 10 make it through the processing stage. Out of those 10, only one makes it to your local pharmacy.

Tom Peters notes that these companies take exorbitant financial and, some would say, personal risks. He estimates that each company spends roughly \$1 billion in research and development alone.

All five companies have grown to be recognized business leaders. The lessons they learned and their unique perspectives may help to foster innovation at both established and start-up enterprises. At the very least, each case study is inspiring and filled with fascinating facts and insight.

Bottom line: Real-world examples of breakthrough thinking and proven strategies for managing and sustaining innovation.

Innovation: Breakthrough Thinking at 3M, DuPont, GE, Pfizer, and Rubbermaid, edited by Rosabeth Moss Kanter, John Kao, and Fred Wiersema. 192 pp. New York: HarperBusiness, 212.207.7708. \$24.

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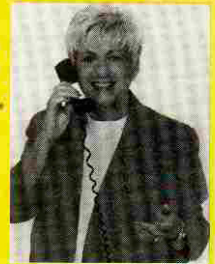
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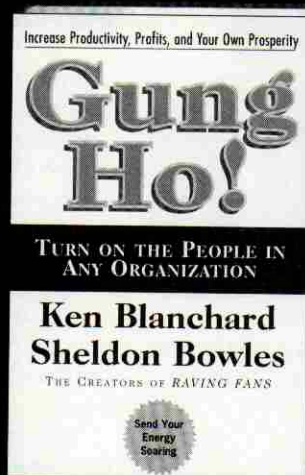
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