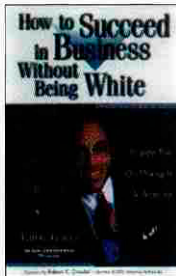


HOW TO SUCCEED IN BUSINESS WITHOUT BEING WHITE

BY EARL G. GRAVES



Who better to write a book on how minorities can succeed in business than Earl G. Graves, founder and publisher of *Black Enterprise* magazine? Based on his personal experiences,

Graves is also eminently qualified to write about what it takes to be an entrepreneur because he has launched various successful business ventures over the past five decades—six if you count his childhood enterprises.

Graves believes that true power lies not in government, but in business—that economic power is the key to success in a capitalistic society. Currently, there are more than 200 minority-owned companies with revenues between \$10 million and \$1.5 billion. Graves's mission is to provide inspiration and support to African Americans and other minorities that want to take advantage of opportunities to become personal and professional successes.

The book, subtitled *Straight Talk on Making It in America*, is nothing if not candid. A few examples:

- ▶ "I call racism 'the 30 percent nuisance factor' because in my sales presentations then and now, the problem of race generally takes up 30 percent of my time."
- ▶ "The challenges for black Americans seeking to succeed in business were formidable in 1970, but compared to the racial climate today, it was Brotherhood Week back then. We were pioneers in those days. Today we are warriors."
- ▶ "While I believe that racism frequently impedes the process and cramps my style in business, I prefer to think that being black is, in fact, an advantage more than a disadvantage, primarily because we have to be better than average to make it. I know that and you know it."

Graves's brand of candor is not off-putting; it is refreshing—sometimes

humorous, sometimes not, but it provides food for thought.

Graves opens the book with a chapter on the highlights of his life—how the son of an immigrant garment-district worker rose to become a multi-millionaire and entrepreneur, director of several *Fortune* 500 corporations (including chairman and CEO of Pepsi-Cola Company of Washington, D.C.), and a benefactor of numerous local and national charities. It is especially revealing how he parlayed his success as a real estate agent in Brooklyn to become a volunteer with the New York Democratic campaign headquarters, ultimately catching the attention of Senator Robert F. Kennedy—all before age 30. This man knows how to achieve a goal and use his success as a springboard to bigger and better positions.

During his three years employed by Kennedy (ending with Kennedy's assassination), Graves says he received an invaluable education in the use of power and money in America: "I saw firsthand what sort of freedom could be had with wealth and power. I be-

came even more determined to claim at least some of it." And so he did.

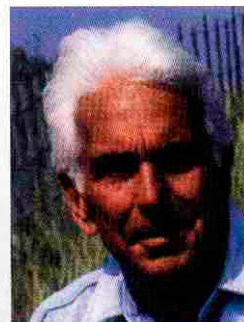
The book is written specifically for blacks and other minorities, and it addresses the particular challenges that minorities often confront. Graves highlights dozens of black men and women who have achieved extraordinary success despite the kind of adversity often encountered in a largely white business environment. Chapters include "Overcoming the Nuisance Factor," "The Key to Black Wealth Is Ownership," and "The Ten Greatest Challenges Facing Black America."

In "The Business of Family," Graves makes the point that in the pursuit of business or career success, family and the principles and values that hold society together should not be neglected. In "Standing in Harm's Way," he says that success carries a price—the responsibility of standing up and speaking out against discrimination. He also profiles blacks who have put themselves in harm's way by taking such a stand, including the late Ron Brown, former U.S. secretary of commerce.

ON THE NIGHTSTAND

Warren Bennis, a distinguished professor of business administration and founding chairman of the Leadership Institute at the University of Southern California, shares selections from his reading list:

"Here's what I am reading at the present time: Barbara Tuchman's *March of Folly* (Ballentine, 1984) and Jean Lipman-Blumen's *The Connective Edge* (Jossey-Bass, 1996). The latter because it is one of the few books on leadership that spans a psychological, political, and organizational perspective on leadership. It is beautifully written, not garrisoned by the usual platitudes about leadership and extremely useful to everybody interested in



management thought and practice.

"*March of Folly* is simply a masterpiece. No executive of any organization should neglect to read this. What she [Tuchman] illustrates and demonstrates are three breathtakingly tragic political events: the Vietnam

War; George III's response to the American colonies; [and] the breakup of the Holy See, provoked by the Renaissance Popes and the Trojan Horse event—and how [those events] could have been avoided.

"Tuchman defines *folly* as the 'pursuit of governments and institutions to pursue policies contrary to their best interests, despite the availability of feasible alternatives.'"

The majority of Graves's advice and the wealth of information he shares are useful to anyone in business—no matter what color, sex, or rung on the professional ladder. For example, in the chapter "Starting a Career," Graves offers tips for job hunting in the workplace in 2000.

- ▶ Don't wait for a job to find you.
- ▶ Think of your job search as a full-time job.
- ▶ Jump in with an internship.
- ▶ Don't be afraid to think small.
- ▶ Be flexible.
- ▶ Think of yourself as an entrepreneur even if you are an employee.
- ▶ Develop specific skills for general application.
- ▶ Stay on top of shifting market demand.
- ▶ Be creative.
- ▶ Dress appropriately.
- ▶ Be early.

In the chapter "Career Opportunities," Graves gives a run-down of demographic and economic trends that indicate where there will be job growth in the next few years. They include computer and telecommunica-

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tions technology, low-tech jobs in high-tech fields, cable, science and engineering, health care, and sports-related businesses.

There are gold nuggets of information throughout the book on such topics as no-nonsense networking, career strategies, business success plans, how to find financing, and how to build personal wealth. All of the chapters on those topics offer tips and strategies from a man whom many would consider to be an entrepreneurial genius.

Bottom line: This book provides inspiring, down-to-earth advice to minorities on how to play the game of

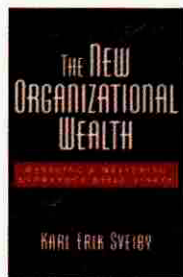
business and win.

How To Succeed in Business Without Being White, by Earl G. Graves. 286 pp. New York: Harper Business. 212/207-7682. \$25.

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THE NEW ORGANIZATIONAL WEALTH: MANAGING & MEASURING KNOWLEDGE-BASED ASSETS

BY KARL ERIK SVEIBY



The New Organizational Wealth focuses on people and the other intangible assets that, some business and organization experts say, are the most valuable assets a company can have.

The author, Karl Erik Sveiby—a principal of Knowledge Management and a visiting research fellow at Queensland University of Technology in Brisbane, Australia—describes in detail how to use and measure such "tacit" assets effectively and how to monitor them for financial results.

Sveiby—who has been writing about knowledge and business for 15 years and is the author of seven books, including the best-selling *Managing Knowhow*—says in the book's preface that he recognized the existence and importance of "invisible, knowledge-based assets" in the 1970s. That was when he left a secure management job at Unilever to take over, with a couple of partners, a small financial publishing business that had few tangible assets. In other words, the small firm had, in Sveiby's words, "no visible equity, no visible production, and no managers."

"The balance sheet was a joke," says Sveiby. After he discovered that the management tools and concepts of his previous career were useless in his new situation, he decided to start over again with a blank sheet of paper.

Sveiby fills the sheets of paper in his book, *The New Organizational Wealth*, with new concepts and tools for identifying, managing, and measuring knowledge capital. He also cites case studies of leading Scandinavian companies—such as Skandia AFS, WM-data-s, and Celemi. Those

companies have not only developed effective systems for managing and measuring intangible assets, but they also report the results publicly. Sveiby presents the case studies as models that managers can use in leading their organizations to increased profitability and long-term success.

Specifically, managers can follow the book's guidelines to learn how to identify the indicators for their companies' intangible assets—their employees' talents and strengths, their customers' support and interest, and their suppliers' reliability and ingenuity.

Sveiby—who calls the present time, "the Era of the Knowledge Organization"—separates intangible assets into three main categories: employee competence, internal structure, and external structure. The book's 13 chapters sort out the many aspects of knowledge capital. Chapter 3, for example, is titled, "What Is Knowledge? What Is Competence?"

The book also tells how to

- ▶ tap into the limitless resources of the knowledge era
- ▶ identify the four power players in a knowledge organization
- ▶ develop and use professional competence
- ▶ build internal structures to support knowledge transfer
- ▶ manage external structures to maximize knowledge assets
- ▶ compare knowledge-focused and information-focused strategies
- ▶ measure competence, internal structure, and external structure
- ▶ implement systems for measuring intangible assets.

Knowledge organizations, according to Sveiby, are found in a wide range of industries, including software, advertising, accounting, law, publishing, computer consulting, and management consulting. He believes that people have to "filter out" tangible assets in order to view their organizations as consisting of nothing but knowledge in the broadest sense. Then, they will be able to manage intangible assets so that their organizations achieve maximum results.

One example, described in the book, of the pivotal and very tangible effect that intangible assets can have in a company is seen at Microsoft. In 1995, its shares sold for \$70 even though their value on Microsoft's bal-

ance sheet translated to only \$7 a share. In other words, investors discerned an added value in actual dollars and cents—an additional value of \$9 for every \$1 of Microsoft's recorded value. Market analysts explained the phenomenon by saying that Microsoft's "mysterious, hugely productive asset" was its perceived knowledge base.

The book includes several illustrative charts and diagrams. In the back of the book, Sveiby provides a compendium of notes that expand on different points.

Bottom line: This book aims to lead you into "intangible revenue generation," and help you understand and leverage important, but mostly underused, knowledge assets—hu-

man beings.

The New Organizational Wealth, by Karl Erik Sveiby. 220 pp. San Francisco: Berrett-Koehler, 415/288-0260. \$29.95.

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Send books to **Books**, Training & Development, 1640 King St., Box 1443, Alexandria, VA 22313-2043.

ADDITIONAL READING

Hardcover

Seeing Differently: Insights on Innovation, edited by John Seely Brown. 288 pp. Boston: Harvard Business School Press, 888/500-1016. \$29.95.

A selection of 12 articles from the *Harvard Business Review* that address the revolutionary changes that information and communication technologies are sparking in business. Contributors include Gary Hamel, Joseph Bower, Rebecca Henderson, David J. Collis, and Cynthia A. Montgomery.

Circle 247 on reader service card.

Fatal Illusions: Shredding a Dozen Unrealities That Can Keep Your Organization From Success, by James R. Lucas. 240 pp. New York: Amacom, 212/903-8315. \$24.95.

This book exposes 12 illusions commonly found in organizations, such as the priorities illusion, the openness illusion, and the incentives illusion. *Fatal Illusions* explores the nature of those misperceptions and others that deal with change, quality, vision, and more. It explains how to create a future based on truth rather than on illusion by "shredding" false perceptions.

Circle 248 on reader service card.

Business Driven Human Resource Management, by David Hussey. 264 pp. New York: John Wiley & Sons, 212/850-6336. \$45.

David Hussey explains how to shift HR from a purely administrative role to a companywide strategic role. The book includes four major case studies and many short examples and case histories.

Sample chapters include "A Strategic Approach to Competencies," "Management Development," and "A Model for Business Driven HR Management."

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Paperback

The First-Time Trainer: A Step-by-Step Quick Guide for Managers, Supervisors, and New Training Professionals, by Tom W. Goad. 176 pp. New York: Amacom, 212/903-8315. \$17.95.

Tom W. Goad is a 25-year veteran trainer who explains eight key steps to effective training including facilitating learning and focusing on learning.

Readers will learn how to

- ▶ motivate employees to be creative and innovative
- ▶ work effectively with groups
- ▶ accommodate learners with disabilities
- ▶ establish training objectives and get the trainees involved.

He covers a wide range of topics and training formats, including demonstrations, workshops, and long-term extensive training sessions. The book also includes examples, checklists, dos and don'ts, and tips.

Circle 250 on reader service card.

The Mager Six-Pack, by Robert F. Mager. Atlanta: The Center for Effective Performance, 770/458-4080. \$95.

A collection of six books: *Analyzing Performance Problems*, *Preparing Instructional Objectives*, *Goal Analysis*, *How to Turn Learners On... without turning them off*, *Measuring Instructional Results*, and *Making Instruction Work*.

This industry-standard reference set, written by Robert Mager, a world-renowned performance improvement specialist, has been completely revised and updated. The set is filled with new chapters, new resources, more hands-on practice, and new real-world examples.

The series explains how to

- ▶ analyze performance problems
- ▶ write specific, measurable objectives
- ▶ measure the results of instruction

▶ develop instruction guaranteed to work

- ▶ clarify unclear instructional goals
- ▶ increase student motivation.

Each book includes a new index for easy reference and may be purchased separately.

Circle 251 on reader service card.

Leaders: Strategies for Taking Charge, by Warren Bennis and Burt Nanus. 235 pp. New York: HarperBusiness, 212/207-7708. \$14.

This second-edition classic looks at the challenges facing leaders in the 21st century. *Leaders* has been updated and includes a new foreword and a new chapter on the future of leadership.

Circle 252 on reader service card.

Women Managers Moving On: Exploring Career and Life Choices, by Judi Marshall. 347 pp. New York and London: Routledge.

A qualitative study of 16 women who have reached middle or senior management and have paused to review their careers. Marshall explores the changing role of women in the workplace, balancing work and personal time, and working in a male-dominated workplace.

Circle 253 on reader service card.

Human Resource Development Review: Research and Implications, by Darlene Russ-Eft, Hallie Preskill, and Catherine Sleezer. 425 pp. Thousand Oaks, CA: Sage Publications, 805/499-0721. \$32.95.

A book for practitioners who want to stay on the leading edge of human resource development research. Areas covered include individual learning and performance, team learning and performance, and organizational learning and performance.

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