

organization's success depends on stability, predictability, and discipline.

In fact, Stacey says that this popular Western prescription for business success not only tends to be unsuccessful, but also confines managers to strategies of repetition and imitation—they either repeat their own company's past or imitate other organizations that have already moved on to better things.

In *Managing the Unknowable*, the author explains that managers must realize that an organization's future is unpredictable and that competition creates a constant state of instability. They must intuitively lead their companies through a state of "bounded instability."

Stacey explains the phenomenon of bounded instability and shows how these scientifically based insights apply to business. He examines how bounded instability influences managers' actions, and he describes steps they must take when they explore strategic issues within a chaotic framework. He also explains why the current preoccupation with vision and common cultures in organizations is harmful and describes what should replace those approaches.

The author presents seven steps that managers can follow to create an atmosphere in which new strategic directions can emerge. He concludes by showing how to form self-organizing learning groups to explore the strategic issues that affect organizations.

"The whole idea that a map can be drawn in advance of an innovative journey through turbulent times is a fantasy. Route and destination must be discovered through the journey itself if you wish to travel to new lands.

"The key to success lies in the creative activity of making new maps, not in the imitative following and refining of existing ones."

Ralph Stacey is a lecturer in strategic management at the Business School of the University of Hertfordshire in Hertford, England.

Managing the Unknowable: Strategic Boundaries Between Order and Chaos in Organizations, by Ralph D. Stacey. 219 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$25.95.

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Ordering Information

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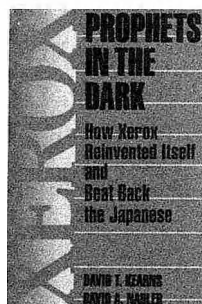
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Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese

by David T. Kearns and David A. Nadler.



Would you be ready and able to deflect a direct hit from your most formidable competitor if the challenge were presented to you tomorrow? Xerox wasn't in 1982, when the Japanese

set out to take over the copier market.

But the company transformed its corporate culture and instituted a quality philosophy that helped it regain lost market share and recapture its industry position. Learn about the transformation by reading *Prophets in the Dark*, by David Kearns and David Nadler.

This is not a how-to book featuring 10 steps to take to achieve excellence. It is a narrative (or labor of love if you will) about how Kearns, former Xerox CEO, and consultant David Nadler, along with the help of a workforce willing to change, stood up to the challenge of some stiff competition and won.

Kearns and Nadler begin by trac-

ing Xerox's history of success in the sixties and seventies. They then recount the near demise of the corporation in the early eighties. At the end of the book, Kearns and Nadler offer lessons they learned while addressing the problems associated with foreign competition.

"This book can be thought of as having two parts. In the first half, we tell the story of Xerox through 1982. In the second half, we tell the quality story, relating the development of Leadership Through Quality, Xerox's strategy to reinvent the corporation. We describe how this massive organizational change was conceived, initiated, managed, and led.

"We are telling the story and sharing the lessons because there is a critical issue before us today: the competitiveness of American companies and institutions in the global economy. We hope the Xerox story will help others learn about the science and art of the reinvention of organizations."

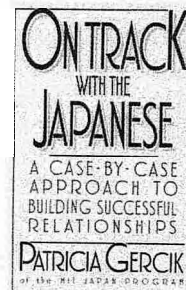
David Kearns was the CEO of Xerox from 1982 to 1990 and was a U.S. Deputy Secretary of Education. David Nadler is president of the Delta Consulting Group.

Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese, by David T. Kearns and David A. Nadler. 334 pp. New York, NY: HarperBusiness, 212/207-7581, \$22.50 (U.S.), \$30 (Canada).

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On Track With the Japanese: A Case-by-Case Approach to Building Successful Relationships

by Patricia Gercik.



In *On Track With the Japanese*, Patricia Gercik shares her extensive knowledge of Japanese culture and business practices in order to show Westerners how to build successful relationships within Japan.

Gercik says four phases in every relationship must be navigated carefully to ensure success. She studies and identifies the intricacies of each phase, using 23 case studies of men and women who have worked at

establishing personal and business ties in Japan.

According to Gercik, the "insider/outsider" nature of Japanese society requires a graduated approach to relationships. The first phase, "Know Me," should begin before face-to-face contact is made. This phase involves preparation through networking, documentation of the project and company involved, and an understanding of the purpose of the formalities of the initial meetings.

The second phase, "Trust Me," involves the series of interactions at the beginning of a working relationship—when foreigners are expected to demonstrate their obligation and commitment to the project. It is also important at this stage for foreigners to show they understand the politics of the Japanese workplace.

Gercik says the third stage, "Believe Me," includes active participation in Japanese business practices and Japanese society. Here the issue is not whether parties can work together, but how they will accomplish mutual goals. She warns that the degree of an outsider's preparation and involvement in the first two phases affects the tone of the interactions in this phase.

The final phase, "Marry Me," stresses the importance of nurturing the business relationship.

"These cases are narrated from a non-Japanese point of view, and I have tried to analyze them from a Japanese perspective as best as I can. The Japanese concentrate on building trust by following intricate cultural rituals and cultivating an intimate knowledge of their counterparts over a period of time.

"In order to be successful in Japan, Westerners must understand the meaning of trust, how to interpret behavior, and how to recognize each stage in the process of building relationships."

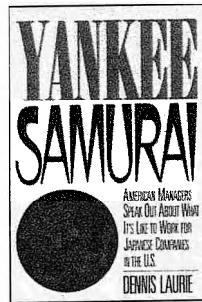
Patricia Gercik is the managing director of the M.I.T./Japan Program and lives in Cambridge, Massachusetts.

On Track With the Japanese; A Case-by-Case Approach to Building Successful Relationships, by Patricia Gercik. 241 pp. New York, NY: Kodansha International, 212/727-6460, \$19.95.

Circle 248 on reader service card.

Yankee Samurai: American Managers Speak Out About What It's Like To Work for Japanese Companies in the U.S.

by Dennis Laurie.



If you are an American, and you aren't trying to build working relationships with the Japanese in Japan, perhaps you are or will become one of the 1 million Americans who will be working for Japanese companies in the United States by the turn of the century. If so, you will want to read Dennis Laurie's book, *Yankee Samurai*.

Laurie has interviewed 250 American and Japanese managers and executives who work for Japanese firms in the United States. He has written a candid, anecdotal, and humorous account of what it's really like for businesspeople to be in the middle of a clash between two cultures.

While the author examines standard Japanese business practices and management styles, he also reveals some of the truths about how the Japanese treat Americans, especially women and people whose ethnic groups are minorities in the United States.

He also explains why few Americans can expect to penetrate the inner power circles within these Japanese organizations.

Laurie says, "The style of much of the book is patterned after the fascinating work done by Studs Terkel in exploring American working life, in which people are simply allowed to talk about their experiences." So it seems fitting to feature here the words of one worker. Here's what one interviewee had to say about his firm's management commitment to its mission:

"The Japanese certainly are committed. Suppose a Fourth of July picnic was planned in the strawberry field just to the west of our Los Angeles plant. If the big one [earthquake] came along that day and instead of the strawberry field there was the Pacific Ocean, then by God, on the Fourth of July, we would all go marching into the water."

Additional Reading

An Ounce of Application Is Worth a Ton of Abstraction: A Practical Guide to Implementing Total Quality Management, by J. Michael Crouch. 247 pp. Greensboro, NC: LEADS Corporation, 800/777-6960, \$39.95.

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Baldrige Quality System: The Do-It-Yourself Way To Transform Your Business, by Stephen George. 308 pp. New York, NY: John Wiley & Sons, 212/850-6144, \$22.95.

Circle 253 on reader service card.

Value at the Top: Solutions to the Executive Compensation Crisis, by Ira T. Kay. 246 pp. New York, NY: HarperBusiness, 212/207-7581, \$25.

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Business International's Global Management Desk Reference: 151 Strategies, Ideas, and Checklists From the World's Most Successful International Companies, edited by Shirley B. Dreifus. 413 pp. New York, NY: McGraw-Hill, 800/262-4729, \$49.95.

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Global Assignments: Successfully Expatriating and Repatriating International Managers, by J. Stewart Black, Hal B. Gregersen, and Mark E. Mendenhall. 327 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$28.95.

Circle 256 on reader service card.

International Business Communication, by David A. Victor. 280 pp. New York, NY: HarperCollins, 800/782-2665, \$22.

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Benchmarking Global Manufacturing: Understanding International Suppliers, Customers, and Competitors, by Jeffrey G. Miller, Arnoud DeMeyer, and Jinichiro Nakane. 443 pp. Homewood, IL: Business One Irwin, 800/634-3961, \$42.50.

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Japan: The Coming Collapse, by Brian Reading. 310 pp. New York, NY: HarperBusiness, 212/207-7581, \$25.

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Books

Wouldn't Studs be proud?

Dennis Laurie is a research fellow at the Drucker Graduate Management Center. He lives in Fullerton, California.

Yankee Samurai: American Managers Speak Out About What It's Like To Work for Japanese Companies in the U.S., by Dennis Laurie. 376 pp. New York, NY: Harper-Business, 212/207-7581, \$23 (U.S.), \$31 (Canada).

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Working for a Japanese Company: Insights Into a Multicultural Workplace

by **Robert M. March**.



Another book that sheds light on what it's like to work for a Japanese multinational company is Robert March's *Working for a Japanese Company*.

Like Laurie, March examines the differences between

Japanese and non-Japanese thinking about such issues as management practices, corporate culture, communication, employment conditions, and decision making. But the scope of March's book includes discussions by employees working for Japanese companies in the United States, the United Kingdom, Australia, and Asia.

The author also exposes the roots of tension, misunderstanding, frustration, and antagonism, which can lead to confrontational situations within these diverse, cross-cultural environments.

March concludes his analysis by offering suggestions for improving intercultural business relationships and by providing valuable insights into Japanese corporate behavior abroad.

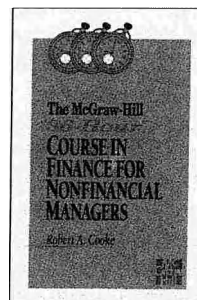
Robert March is a visiting professor of Japanese business at the University of New South Wales in Sydney, Australia.

Working for a Japanese Company: Insights Into a Multicultural Workplace, by Robert M. March. 247 pp. New York, NY: Kodansha International, 212/727-6460, \$19.

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The McGraw-Hill 36-Hour Course in Finance for Nonfinancial Managers

by **Robert A Cooke**.



Robert Cooke provides those who may be NUMB to numbers with easy-to-understand, nontechnical explanations of basic financial principles and applications in *The McGraw-Hill 36-Hour Course in*

Finance for Nonfinancial Managers.

Designed as a self-study course, the book presents aspects of finance that nonfinancial professionals may encounter in their jobs and shows how to make sense of and use financial data in various business situations. Each chapter features a reading assignment plus a short test on such skills as reading balance sheets, interpreting financial statements, writing budgets, tracking sales, monitoring expenses, justifying costs, and computing depreciation. Answers and explanations are at the back of the book.

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"I wrote this book to meet the needs of...everyone who is not a financial expert...but who has to deal with finance, financial concepts, and budgets in the daily course of work. I have tried to keep what I have to say simple. My purpose is to help you learn the language of finance, so you can communicate with financial people."

Robert Cooke is a certified public accountant and business consultant with 17 years of experience in public accounting.

The McGraw-Hill 36-Hour Course in Finance for Nonfinancial Managers. 275 pp. New York, NY: McGraw-Hill, 800/262-4729, \$34.95 (hardcover), \$19.95 (paperback).

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"Books" is compiled and written by Theresa Minton-Eversole. Send books for consideration to Books Editor, Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.