

BOOK REVIEWS

The Leadership Compass Top Three



Artful Creation: Learning-Tales of Arts-in-Business

Lotte Darsø

ISBN 87-593-1109-6

Reviewed by: John Churchley

One of the newest areas of management education is “organizational aesthetics” – the study of how the arts can be used to develop leadership, to solve organizational problems, and to deal with change. This field is being explored at The Banff Centre in a variety of Leadership Development programs. It is also very popular in Northern Europe – in particular at the Learning Lab in Denmark, where Lotte Darsø is the research manager of the Creative Alliance division.

Darsø's book is the result of interviews with 53 artists and business people from around the world that have had experience using the arts in business. She starts her book with a theoretical overview of arts in business. She suggests that business has used the arts in four different ways: for decoration; for entertainment; as an instrument for teambuilding, leadership development, and problem solving; and as a strategic process of transformation for building personal leadership capacity and organizational culture.

The most interesting part of the book is the case studies of specific examples where major corporations have used the arts for various types of organizational development. Projects involving Xerox, Bang

& Olufsen, Volvo, and Unilever Ice Cream and Frozen Food, as well as public sector organizations are studied. She doesn't hesitate to describe the challenges and failures along with the successes of these ventures.

Darsø's book has a nice balance between practical application and academic theory. It should be required reading for any MBA program. It's also a good resource for senior corporate leaders who are looking for creative solutions to difficult problems, would like to involve the arts, but don't know where to start.

Crisis and Renewal: Meeting the Challenge of Organizational Change

David K. Hurst

ISBN: 0071036385

Reviewed by: Andre N. Mamprin

This quintessential book on leading organizational change offers a non-traditional approach for leaders to help them guide their organizations as they evolve and renew themselves. The author promotes an organic method to leading change, skillfully using examples from the natural world to inform modern organizational leadership and design. Hurst employs an elegant model to depict the natural cycles of crisis and renewal within organizations. A powerful parallel to the San People (Bushman of the Kalahari

Desert) illustrates his description of traditional patterns of organizational design. He looks at innovation and how the San people did (or did not) react to change.

Hurst is skillful at drawing linkages for modern day organizations to the task of leading change through innovation, a concept he defines as renewal. Hurst also effectively explores learning and performance with the underlying proposition that individual and organizational learning are essential to innovation, and the long-term sustainability of an enterprise.

A major focus of his work is looking at crisis as an essential part of renewal, in both the natural world and in organizations. Crisis and renewal give managers the theoretical grounding and practical tools for leading their organizations to new life.

The Four Fold Way

Angeles Arrien

ISBN 0-060250059-7

Reviewed by: Kimberley Holmes, B.Ed/M.A

Angeles Arrien explores how indigenous wisdoms are relevant to our lives. Using the paths of the Warrior, Teacher, Healer, and Visionary she creates four simple precepts, which are highly relevant to corporate and personal ideologies. She states we are all people of the earth, and connected to each other by our mutual humanity. Her research has shown that virtually all traditions draw

on the power of four archetypes in order to live in harmony and balance with our environment, and with our own inner nature. This is powerful research to stimulate leadership reflections:

1. Show up, or choose to be present. This is the way of the Warrior. The developed warrior shows honour and respect for all things. In this section Arrien also explores power as a human resource that is often equated with the use of energy, or the empowerment of self or others. Of specific note is her exploration of the use of story, music, and dance.

2. Pay attention to what has heart and meaning. This is the way of the Healer. Healers recognize that the most potent healing force available is the power of love. She explores the "principle of reciprocity, the ability to equally give, and receive, and to connect."

3. Tell the truth without blame or judgement. This is the way of the Visionary. Key here is the reminder not to forget life's dream or purpose.

4. Be open to outcome, not attached to outcome. When we are attached to outcome we find ourselves wanting to control rather than trust. When we express the Teacher we develop our capabilities for detachment.

The text expands on these archetypes and provides a solid template for reflection. It is an easy read with reflection questions, powerful poetic pieces, and quotations. It is highly recommended for anyone seeking a thoughtful inner journey.

Mountain Community Conferences 2005

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David Mattson, research wildlife biologist and guest speaker
Photo by Don Lee

"I see the fundamental challenge in governance as people being able to identify and secure their common interests through formal and informal policy processes, maintaining the dignity of everyone involved."

– **David Mattson, USGS**

"The fascinating consequence of mountains' linearity is that the concentration of human use frequently occurs in areas of ecological significance."

– **Ron Hooper, Parks Canada**