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STANFORD SOCIAL INNOVATION *review*

Notable Books

Living, Leading, and the American Dream

By John W. Gardner

Despite Good Intentions: Why Development Assistance to the Third World Has Failed

By Thomas W. Dichter

A Company of Citizens: What the World's First Democracy Teaches Leaders About Creating Great Organizations

By Brook Manville and Josiah Ober

A New Green Order? The World Bank and the Politics of the Global Environment Facility

By Zoe Young

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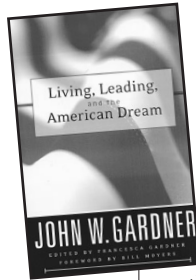
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LIVING, LEADING, AND THE AMERICAN DREAM

John W. Gardner

Hardcover: 224 pages, Jossey-Bass (2003), \$18.17



John Gardner, who defined an ethic of public service, left an enormous void when he died last year. This posthumously published book reminds us of his extraordinary presence, both as a visionary leader and a deeply reflective writer. Consisting of previously unpublished personal reminiscences, essays, and speeches, and excerpts from his well-known books, the volume combines intriguing insider's stories with analyses of the operation of public institutions and profound insight into the general human condition. This "best of" collection, skillfully edited by his daughter Francesca Gardner, goes a step beyond past works in synthesizing practical maxims and core values of public life. These essays illustrate how valuable – and rare – is the ability to combine reflective insight and principled action in the exercise of political leadership. –Bruce Sievers

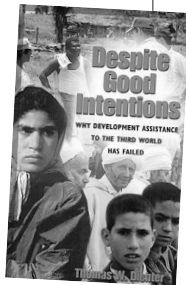
DESPITE GOOD INTENTIONS:

Why Development Assistance to the Third World Has Failed

Thomas W. Dichter

Paperback: 320 pages, University of Massachusetts Press (2003), \$19.95

The best service we development professionals can now render to developing countries is for most of us to fade away quietly and allow the era of externally provided development assistance to come to a close," argues Thomas Dichter. A former consultant to



USAID, Dichter argues for eliminating virtually all international development assistance other than humanitarian and emergency relief. Interweaving analysis with vignettes of development projects, he argues that development aid has failed to produce results. Even more alarming, he claims that development organizations are absorbed in their own interests. He cites the speed with which they shifted their focus in the early 1990s from Africa to the then-fashionable newly independent Eastern Europe as a sign of how this "development industry" is driven by publicity, funding, and prestige. Dichter's argument is well-developed and passionately argued, but does this mean the right answer is to pack the bags, go home, and leave third world countries to develop internally through the free market? –David Suarez

A COMPANY OF CITIZENS: What the World's First Democracy Teaches Leaders About Creating Great Organizations

Brook Manville and Josiah Ober

Hardcover: 202 pages, Harvard Business School Press (2003), \$27.50

How do you build a focused and aligned workforce while stimulating the entrepreneurship and independence that leads to innovation? The answer may lay in ancient Greece, according to authors Brook Manville and Josiah Ober. By linking diverse citizens together in self-governing teams and rotating leadership responsibilities among the teams, Athens created a highly participatory system built on trust. The authors argue that the Athenian model can inspire a motivated and knowledge-based workforce in mod-

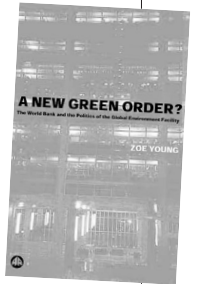


ern organizations. While the principles of the model are self-explanatory, the complexity is knowing how to apply them. The book stops short of providing a blueprint for how modern companies – with owners, CEOs, and shareholders – or nonprofits – with boards, executive directors, clients, and funders – can translate these principles into action. –Heidi Natkin

A NEW GREEN ORDER? The World Bank and the Politics of the Global Environment Facility

Zoe Young

Paperback: 240 pages, Pluto Press (2003), \$29.95



Zoe Young, a self-described former green activist, slams the Global Environment Facility (GEF) for a lack of transparency and accountability, pursuing a pro-development agenda, and taking a damaging "top-down" approach to environmental problems. The secretariat of the GEF, an organization that finances the preservation of the global environment, compiles stacks of reports laden with technicalities, yet fails to provide requested performance reports to its board. This, Young argues, is an example of the chronic bureaucratic malaise at the World Bank-funded operation. Many of her sources refused to be named, and their reticence enhances the sense that shady doings may indeed be occurring behind closed doors. Young's alarmist tone somewhat undermines the credibility of her scathing assessment. Nevertheless, she delivers a troubling picture of GEF bureaucracy, fundraising methods, and grantmaking procedures.

–Tim Perlstein