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STANFORD SOCIAL INNOVATION *review*

Notable Books

Leading Quietly: An Unorthodox Guide to Doing the Right Thing

By Joseph L. Badaracco Jr.

Trustees of Culture: Power, Wealth, and Status on Elite Arts Boards

By Francie Ostrower

Civic Revolutionaries: Igniting the Passion for Change in America's Communities

By Douglas Henton, John Melville, and Kim Welsh

The First 90 Days" Critical Success for New Leaders at All Levels

By Michael Watkins

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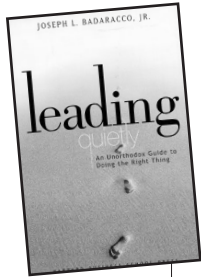
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Stanford Social Innovation Review
518 Memorial Way, Stanford, CA 94305-5015
Ph: 650-725-5399. Fax: 650-723-0516
Email: info@ssireview.com, www.ssireview.com

LEADING QUIETLY: An Unorthodox Guide to Doing the Right Thing

Joseph L. Badaracco Jr.

Hardcover: 224 pages,
Harvard Business School
Press (2002), \$26.95



In “Leading Quietly,” Harvard Business School professor Joseph Badaracco Jr. challenges the traditional models of leadership. Instead of looking to self-sacrificing and world-changing figures such as Gandhi and Mother Teresa, Badaracco describes the ordinary middle manager whose patience, restraint, and ethics helps them make everyday decisions and gain modest inroads. The book provides tactics for how middle managers working within larger bureaucracies can address realistic situations, such as how to navigate office politics while protecting their positions in their organizations (through “patient escalation” of the problem to senior management). Through case studies (such as how a line worker at a pharmaceutical company responded to the discovery of a defect in a product’s safety seal) the book illustrates that the choices may be complex, and leader’s should accept that some of their motives can be self-interested. —Colleen Anne McCarthy

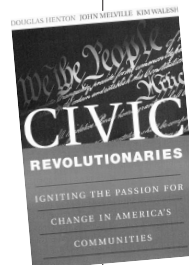
implications of cultural boards’ affiliations with an elite class. She finds these boards, long connected to “old money,” genuinely seek greater cultural diversity and include new kinds of leaders – such as those with business expertise – yet only recruit wealthy members.

Such organizations depend on major contributions from trustees and their fundraising, but with criticisms of the art world’s insularity and institutions scrambling to demonstrate their value to the general public, she questions whether these elite boards are growing out of step with their organizations’ missions and the constituents they intend to serve. Ostrower finds that the use of board seats to attract and reward donors leads to large boards (with more than 50 members) whose size compromises genuine discussion. Furthermore, elite boards can encourage greater spending than necessary since institutional stature enhances board stature. In the words of one trustee, “All of these institutions have an unquenchable thirst for money because they are all doing too much. . . . All of these institutions build all the time.” —Frances Philipps

CIVIC REVOLUTIONARIES: Igniting the Passion for Change in America’s Communities

Douglas Henton, John Melville,
and Kim Welsh

Hardcover: 288 pages, Jossey-Bass
(2003), \$30.00



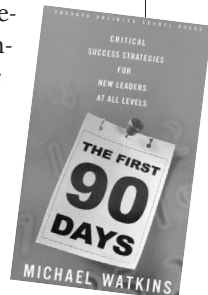
Why do some cities continue to decay while others manage to rejuvenate themselves? Why are some communities better at tackling roadblocks than others? The answers, according to this handbook, is working across sectors within a community.

The authors, founders of the Alliance for Regional Stewardship, argue a regional approach to social change builds upon a community’s common purpose and is more effective than the traditional top-down approach. The book provides a road map for overcoming inertia created by competing community values. —Dawn Ibis

THE FIRST 90 DAYS: Critical Success Strategies for New Leaders at All Levels

Michael Watkins

Hardcover: 253 pages, Harvard
Business School Press (2003), \$24.95



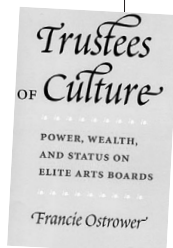
A new leader’s success or failure is often determined within the first 90 days on the job, and Harvard Business School professor Michael Watkins aims to help people minimize the risk of failing at their new roles, whether diving into a new organization or transitioning within an existing one. He provides common sense advice gleaned from studying career transitions and outlines numerous ways to think about starting a new role. The book is organized around 10 vital

actions at a new job (“promote yourself” and “create coalitions” are two), and each section is concluded with a brief checklist. While written in smooth and readable prose with helpful recommendations, it lacks specific connection to research. Watkins alludes in his preface that the book extends the research from his earlier work, but the footnotes and direct references are infrequent and do not seem to support many of the suggestions. As a result, the origin of the suggestions is often unclear. —Jason Baumgarten

TRUSTEES OF CULTURE: Power, Wealth, and Status on Elite Arts Boards

Francie Ostrower

Hardcover: 136 pages, The Uni-
versity of Chicago Press (2002),
\$35.00



Through interviews with trustees of four major cultural organizations, the Urban Institute’s Francie Ostrower investigates the