

commented on the boat, has more than enough horsepower, and is extremely safe.

Obviously, I'll want to give the Yamaha a closer look. But there's no question that my boat-buying process was just made a lot simpler by drawing on the buying decisions of those who

have come before. Ayres seems to have anticipated this outcome: "People who are like you can make pretty accurate guesses about what . . . you'll like."

Now, if I can just find the right databases to mine for all the other decisions I have to make. ☺

side, truth is just another special interest, and not a particularly powerful one."

Power and Influence The Rules Have Changed

By Robert L. Dilenschneider
McGraw-Hill, \$22.95

If you hire a top PR man like Bob Dilenschneider, you expect him to know the people who can solve whatever problems you have in that area. As evidenced in *Power and Influence*—as if it needed any confirmation—Dilenschneider knows a lot of people. (And if he doesn't know the person who can solve your problem, he knows the person who knows the person who can solve your problem.)

Besides knowing a lot of people, he has stories to tell about them. Sure, there are observations here about gaining power, maintaining power, and sharing power, but none is particularly original (indeed, if there is anything original to say about power). Most interesting is what Dilenschneider has to say about how the blogosphere and the Internet have changed the parameters of the field if not the ground rules—how today you can "reach" everybody, even CEOs, but what good is that if your e-mail is one of three or four hundred they receive every day?

What distinguishes *Power and Influence* is the tales the author tells. I particularly like the one about a man who comes to his office and asks him to call four important people on his behalf. Dilenschneider asks how much this fellow is prepared to pay. Five thousand dollars, he says. Dilenschneider counters with \$25,000. The man demurs, complaining, "But it's just four calls." Dilenschneider replies, "If you only want to make one call, I'll charge you \$10,000, but the bottom line is that you can't make the calls and I can." Did the man come across? Dilenschneider doesn't say, but for him—and presumably for the reader—the power lesson is clear: "Sometimes you have to be strong and firm with people. In that case I was." —A.J. VOGL

Working With vs. Working Against

By Michael Schrage



The Collaborative Enterprise
Managing Speed and Complexity
in Knowledge-Based Businesses
By Charles Heckscher
Yale, \$38.00

Welch who facilitated "fire your bottom 10 percent" and a ruthless three-way race to succeed him as General Electric's CEO is the same Jack Welch who championed the "boundaryless enterprise" to empower cross-corporate collaboration. Does Saint Jack contradict himself? Well, with apologies to Walt Whitman, he's vast and contains multitudes. The same CEOs who publicly celebrate corporate character forged by

global competition are equally quick to claim that cost-effective collaboration—internal and external—is now essential to enterprise success.

Call it hypocrisy, flexibility, or C-suite schizophrenia: These dueling values define the central leadership challenge of the day. Executives worldwide wonder whether increasing internal rivalry or cultivating a culture of collaboration is the better leadership investment.

Two books confront this condition from opposite directions. Harvard-trained sociologist Charles Heckscher's *The Collaborative Enterprise* is a detailed and taxonomic discussion of what collaboration



Competition
The Birth of a New Science
By James Case
Hill & Wang, \$27.00

A smart but smart-alecky friend loves to tell the story of his fresh-out-of-college job interview at a world-class high-tech company. "Rob," they asked, "are you a team player?"

"Yes," he swears he replied. "Team captain."

No, he didn't get the job. But his vignette beautifully captures the conflicting expectations between "teamwork" and interpersonal competitiveness. Are successful team players more about collaboration and cooperation? Or do healthy rivalry and competition give winning teams their edge?

Of course, it's both. The same Jack