
Book Reviews

Richard MATHEIS (Ed.): **Leadership Revolution. Aufbruch zur Weltspitze mit neuem Denken.** (Making for the worldwide top by a renewal of thinking.) Frankfurt: Frankfurter Allgemeine; Wiesbaden: Betriebswirtschaftlicher Verlag Dr. Th. Gabler GmbH 1995. 414 p. ISBN 3-409-19151-8
Taking stock of the abundant if redundant management literature one cannot suppress ambivalent feelings. Apparently anything goes: from gurus and so-called management fads to third variations of trivial insights. On the other hand, new approaches are courageously and faithfully attempted, sometimes successfully. Often elements are mixed, as happens to be the case in this unusual but quite rewarding if not indeed challenging book, although some commercial chapters should preferably have been omitted.

Probably intended to be attractive, title and subtitle sound just a bit gasconading. The Introduction 'To Lead or not to Lead' (original version of the title in American, as are most of the liberally used slogans: why so?) Part 1: 'Mehr Leadership statt Killership' (More Leadership rather than Killership) and Part 3: 'Markt- und Mental Leadership' (Market and Mental Leadership) written by the editor do not wholly wipe out this impression. The basic ideas, however, are well known from general discussion: the prevalent crisis of the Western historical phase, in particular the European and German one; symptoms and possible causes of destructuring, lack of consistent policies, of creativity and innovation. Equally well known are the proposed remedies: change of mental approaches, restoration of mental power, change of management modes, etc. Practically all aspects of the current views on politico-economic, on eco-societal and on constitutional-cultural networks as well as the respective catchphrases are presented and/or discussed. Some enthusiastic proposals for future action have been added.

Although presented from a biased point of view and overgrown by 'all the right words', even here the topic appears which also forms the core of the following, recommended contributions. The unique historical phase of fundamental change the world is experiencing calls for new, more appropriate modes of understanding, of insight and human action. Or, though likewise trivial, in terms of Knowledge Organization and Classification: a new order to observe, to evaluate, to program and to control is searched for. It adds to the credit of the book that it undertakes to find attempts outside the well-trodden paths, not paying too much respect to conventional mental constraints and scientific borders.

Part 2. 'Das naturwissenschaftlich-revolutionäre Weltbild' (The revolutionary scientific world-image) begins with pondering basic questions on 'Weltbild und Selbstorganisation im Management' (World image and self-organization in management). Scrutinizing the old 'Weltbild' and 'Weltanschauung', F. Moser, a chemist and procedure specialist, proposes a scientific basis and a principle for interaction, a universal law (order) of life. While not provable by the strict rules of scientific discovery, it is nevertheless obvious

from introspection that all phenomena can be retraced to the principles of number, order and harmony. Non-trivial applications are shown in detail, e.g. in the transition from production to service. It is not by chance that the guiding key is, if in a slightly different form, known from ecology and environment strategy: sustainability of development and, the reviewer may add, of carrying capacity. The scenarios emerging for the constitution of long-term viable societal systems may make for creative reflection.

Chemist also as well as mathematician P. Plichta: 'Die Entdeckung des Primzahlcodes - Eine Welt ohne Zufall' (The discovery of the prime number code - A world without chance) reveals the trinity of space, time and number behind the world of phenomena. (This reminds one of the approach, quite independent in its results, yet not in its reasoning, and based on the Bayesian Syllogism - by the renowned mathematician and philosopher V.V. Nalimov, Moscow.) The quest for universal principles to order the (physical) picture of the world is retraced, using means from mathematics and in particular from number theory. Foreshortened: space and time, and with them the world, are coded by the order of (prime) numbers. Coincidence, randomness, chance, they all obey the non-linear, cyclic prime number code. Mathematics and physics in general, not only number theory (G. Ifrah recently republished his standard relevant treatise also in German) will have to rethink their basic assumptions and hypotheses. 'Das Primzahlkreuz' (thus the title of the original book publication by Plichta, The Cross of Prime Numbers), has already begun to shed new light on e.g. the nature of fractals, of the process of self-organization. Plichta's work may be seen as an integrating part of the general principles behind physical laws, as e.g. symmetry / asymmetry or approaches to the 'Weltformel' (World formula).

E. Kaucher, a mathematician also as well as a cybernetician, investigates 'Wirkungsmechanismen für dauerhaftes Erfolgsmanagement' (Action mechanisms for lasting success management) focusses - in terms of knowledge order - on universal laws from the aspects of human togetherness, of community, i.e. from the point of view of universal values behind life and societal life. What kind of principles should society, should human institutions, should the rules of human action and co-action, of co-living be built upon? Where theology retreats to divine laws and philosophy offers a rather embarrassing range of answers to the classical Unde? Ubi? and Quo?, Kaucher critically questions the qualities of e.g. competition in its crude application and sets out for a more harmonious and sustainable mental attitude. To be reconciled here is our understanding of the formal / physical laws which also govern the entire biosphere, including, in a wider meaning, the societal and the mental sphere. For example he proposes a holistic approach to physical, emotional ('seelisch' in German) and mental causality. What, referring to human togetherness, may be rendered as 'true' and what as 'right' as delineated by such a comprehensive term of causality? - Exemplifying the damage already done by inappropriate attitudes he calls attention to the 30 % of the GNP, the Gross National Product, which - with rapidly growing tendency - is lost by general disorder alone, leaving only less than 70 % available for disposal.

As all life, man has evolved obeying the laws of the cosmos. *J.T. Muheim*, experimental physicist, postulates in *'Management im Lichte der Wechsehwirkungskosmologie'* (Management in the light of interaction cosmology) a cosmos which is networked physically by fields of thoughts. Though he argues using mathematical formulae and employs also a mathematician's language, the order of knowledge behind this argument extends into the realms of the transphysical and the esoteric - this term being used here for once in a positive sense and not in order to classify. The result, however, is easy enough to agree to: responsibility of management as the nucleus of a healthy economy. More difficult to grasp one may find the leading concept to be: that of thought forms, i.e. of condensations within the physical fields of thought. That may be the case even if the author gives a photographically documented example. More acutely so than the others, this contribution raises critical questions concerning the systemic constraints of knowledge order(s) set by prevailing 'Forms of Thought', their underlying principles, their connections - or possibly even their emergence from the conventional physical understanding.

The probably prescribed and therefore somewhat misleading title may not be held against the author or the content of the contribution. In *'Genialität durch Synergie aus Geistesstärke und Energie'* (Originality through synergy from mental strength and energy), *Gertje Latham* introduces an approach and a mode to intensify and enrich one's mental capacity. This method, known by the acronym NATHAL, re-activates the faculties of the brain and other organs to synchronize the two cerebral hemispheres, permitting them to be voluntarily active at distinct frequency levels. The lasting positive results can be observed not only by significantly enhanced mental efficiency but also by spectral-analytically documented frequency curves gained by means of brain research techniques. Gratifyingly immune to spurious esoterisms, she bases herself on the natural faculties of the human mind. Qualities and energies undeveloped if not even suppressed by the constraints of modern civilizations, in particular by tutelage, spoiling, and by working conditions, are energetically revived or improved. The cognitive capacities thus retrieved or newly won prove useful in particular for the creative and innovative endeavors necessary to cope with change and the impending crisis. They provide an effective basis for problem-solving on the lowest level, for the accomplishment of tasks or for meeting challenges successfully. On higher levels of consciousness they promote the creative opening-up of new potentials and of realistic visions to guide strategy and operations in industry. Not as a mere complement, but as a fundamental act the emotional aspect of cognition: feeling, emphasis, involvement, phantasy, is included. Emotion only releases readiness for new vistas, for change. The dialogue on higher frequency levels also opens up the faculty of induction, that which G. Bateson called 'abduction' (analogic thinking, 'Glasperlenspiel' (Bead game, after Hermann Hesse's novel), freesensing, and, last not least, drawing from knowledge contained in what C.G. JUNG called the collective subconscious. Thinking then adopts the lasting characteristic of active and inclusive integration of additional knowledge spheres, normally accessible only under extremely favorable conditions. Again, this concept requires an

altered Knowledge Order, a changed perception of reality. The influence of universal laws of harmony can be retraced here, too. With experience over longer spans of time Nathal eventually will induce a positive evolution of personality referring to the deeper background and widened context of mind. Though the basic faculties are transferred within a five-day seminar, the further development, of course, depends on the individual's involvement and application to learning. Part 4, 'Leadership-Konzepte aus der Praxis' (Leadership concepts from practice) exemplifies, on paradigmatic concepts, what has been proposed above. *Gilbert Lenssen*, a successful trainer and manager, writes on *'Besinnung in der Wirtschaft'* (Contemplative stock-taking in business). Based though it is on a wealth of experience and presenting a wealth of concepts backed by such experience, the paper is not always easy to read. May we suggest that a lector be asked to help smoothen and condense the text? Concerning knowledge organization: well-designed examples are given of how a new perspective or looking at managerial tasks and managerial responsibility may be put into action and interaction with employees. It is not at all an easy endeavor and calls for thorough organizational and training preparations to make group work concepts really work, to transform management into a service function and make self-organizing teams a success. In summing-up the paper will be a must for the practice-oriented manager or lecturer.

Short but immediately to the point as it is, the view presented by *J. Bieker* in *'Neue Wege: Human Resources Engineering'* (New paths: ...) is a pleasure to follow. The author explains on 18 pages and a few graphics the new creative, self-responsible role of the employee and that of the - serving - manager. Thus he gives in fact a convincing conclusion to the core of the texts mentioned above.

A conclusive remark on the Knowledge Organization behind concepts and hypotheses, behind experiences and examples, can be very short. The Knowledge Organization called for here will not only have to follow but, in a way, also to parallel if not even to precede actual change. Whoever feels uncertain concerning the direction and details of the representative sector of societal systems will find a wealth of material to extract the possible knowledge organization from. The general line of development is well known: systems and systemic, networked ordering, allowing for - ordered - levels of intentional classification, etc. Really of interest the actual details of the life systems described, material, mental or conceptual, will prove to be: how Knowledge Organization will have to be designed and why, departing from what theoretical reasoning, from what historical evolution, from what practice actually experienced. Though mainly aiming at the open-minded, receptive manager in industry, the book may serve this purpose as well. Hellmut Löckenhoff

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CHAN, Lois Mai: **Cataloguing and Classification: an Introduction**. 2nd ed. New York: McGraw-Hill 1994. XXII, 519p., ISBN 0-07-010506-5