

Engineering Management: What's New in the Literature?

- ◆ Asking the right questions of yourself and a potential employer can help to ensure that you end up in the right job. In: "Finding the Right Job Fit" (HR Magazine, 51(3), pp. 63-67, 2006, <http://www.shrm.org/hrmagazine>), Lisa Daniel and Carolyn Brandon discuss the importance of avoiding becoming a "casualty of the bad-fit syndrome"—you thought you had landed the perfect job for you only to find out a few months later that this was not the case. Today, a good fit is often considered to be more important than compensation, benefits, or other incentives. Knowing yourself is the first step. The authors provide many useful employment interview tips that will help you in your assessment. An inset consisting of a list of twenty-five suggested questions to ask during a job interview is included.

- ◆ We each have nuggets of wisdom or "secrets" that we believe have contributed to our success. In: "My Golden Rule" (Business2.0; 6(11): 108-130, 2005; www.business2.com), the editors report on their interviews with 30 business visionaries. These accomplished people include individuals such as Warren Buffett, Steve Ballmer, and George Steinbrenner. They reveal the single philosophy that each believes to be the "secret of their success." These men and women have all achieved considerable personal and life success. Their nuggets of wisdom might be important to you.

- ◆ Innovation is critical to corporate (and personal) success. In: "The 12 Different Ways for Companies to Innovate" (MIT Sloan Management Review, 47(3), pp. 75-85, 2006, <http://sloanreview.mit.edu/smr/>), Mohanbir Sawhney, Robert Wolcott, and Inigo Arroniz discuss a new framework for innovation called "innovation radar" that helps you to avoid a restricted view of innovation in which you might miss opportunities. As a result of their research they have developed twelve dimensions of business innovation. These were developed through interviews with managers across a range of industries, and through a comprehensive examination of the academic literature on innovation. The validity of the process and results obtained was tested in industry.

- ◆ Off-site meetings are often used by organizational leaders to plan for the future. In "Off-Sites that Work" (Harvard Business Review; 84(6), pp.117-126, 2006, www.hbr.com), Bob Frisch and Logan Chandler use their twenty years of experience to provide a set of best practices for organizations so that they can make the most of their off-site meetings. Of the many tips and strategies discussed most important is having a pre-planned and rigorously structured meeting that will facilitate candid discussion. The authors believe that a well-designed off-site meeting might be a genuine turning point and contributor for business success.

- ◆ Krysten Crawford and Matthew Maier provide a year-in-review of the "bold moves, big bets and brilliant innovations" of 2005 in "The Smart List" (Business 2.0, 7(1), 89-94, 2006,

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<http://money.cnn.com/magazines/business2>). The year's big winners and the decisions that were critical to success are discussed. In a following article in the same issue (pp. 98-110) Adam Horowitz et. al. provide the "101 Dumbest Moments in Business" in 2005.

- ◆ Many employees donate a portion of their time to assist charitable organizations. In "Intra-organizational Volunteerism: Good Soldiers, Good Deeds, and Good Politics" (Journal of Business Ethics, 64(4), pp. 357-379, 2006, <http://www.springerlink.com>), John Peloza and Derek Hassay discuss their research into the motives for this pro-social behavior. Results provide insight of value to employees and managers important to corporate social responsibility. An extensive list of references provides links to further sources of information on business and employee philanthropy.

- ◆ In all organizations, people are the most valuable asset. In "Producing Sustainable Competitive Advantage through the Effective Management of People" (Academy of Management Executive, 19(4), pp. 95-105, 2005), Jeffrey Pfeffer envisions the workforce as being a source of strategic advantage, not just as a cost to be minimized or avoided. Achieving success through people means in many cases altering how we think about the workforce and the employment relationship. The author provides thirteen policies

and practices for managing people. Pfeffer concludes that organizations that respect and work with their people are often able to outmaneuver and outperform their competitors.

- ◆ In today's complex business environment Codes of Conduct are increasingly regarded as a necessity for all organizations. Employees are often required to read and sign their compliance with codes of conduct as a condition of employment. In some jurisdictions it is a legal necessity. In "Up to Code: Does Your Company's Conduct Meet World Class Standards?" (Harvard Business Review; 83(12): 122-133, 2005; www.hbr.com), Lynn Paine et. al. discuss their research on basic standards of corporate behavior. A Global Business Standards Codex that consists of a set of principles and conduct standards for implementing the principles into practice is provided. This Codex is meant to be used as a benchmark to be used by those who wish to create their own customized code of conduct.

About the Author

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