

in support of this categorization it would appear to be based more on assertion than evidence. He could, perhaps, have made more use of his in-depth interviews on such points.

Finally, his criticisms of family ownership and corporate governance practices seem to imply an alternative model that is never really made explicit. It was not clear whether he was calling for a reformed version of family capitalism or simply wanted it replaced by a professional managerial model. Since both cases would mean that the families involved would have to relinquish a considerable degree of control his suggestions may only be realistic if supported by legislation (e.g. to split the roles of chief executive and company chairman) or if the company is taken over.

Nevertheless, I would expect this book to become a recommended text on undergraduate business courses in general and accountancy courses in particular.

*Patrick McGovern,  
London School of Economics and Political Science*

*The Drucker Foundation Future Series: The Leader of the Future (1996)* edited by Frances Hesselbein, Marshall Goldsmith and Richard Beckhard. Jossey-Bass: San Francisco. ISBN 0-7879-0180-6, £23.00; *The Organization of the Future (1997)* edited by Frances Hesselbein, Marshall Goldsmith and Richard Beckhard. Jossey-Bass: San Francisco ISBN 0-7879-03035-0, £23.00; and *The Community of the Future (1998)* edited by Frances Hesselbein, Marshall Goldsmith, Richard Beckhard and Richard Schubert, Jossey-Bass: San Francisco, 285pp. Hb. ISBN 0-7879-1006-6, £23.00.

Over the past three years, the Drucker Foundation for Nonprofit Management has produced a volume of essays each year reflecting on leadership, organisations and communities of the future. Each volume comprises up to thirty brief, personal reflections by eminent scholars and executives on aspects of how they see the future developing with respect to pertinent themes. That these futuristic reflections are being published by Drucker Foundation for Nonprofit Management is a bit misleading, as the content of these volumes is not restricted to nonprofit organisations. Commercial, public, government and voluntary organisations, all receive due coverage across the three books.

The first volume, *The Leader of the Future* is a collection of 31 contributions on leadership – what it is and what it will be in the future. There are contributions from: Charles Handy, Edgar Schein, Peter Senge, Richard Beckhard, Stephen Covey, Rosabeth Moss Kanter, Ken Blanchard, James Kouzes and Barry Posner among others. These and the other contributors represent scholars, practitioners and leaders of a wide variety of organisations.

*The Organization of the Future* is the second volume and has 39 contributions from among others, Rosabeth Moss Kanter, Philip Kotler, C.K. Prahalad, Jeffrey

Pfeffer, Mike Hammer, Jay Galbraith, Paul Hersey, Charles Handy, Dick Beckhard and Chris Argyris. Areas discussed include: new models of working and organising, restructuring in the face of shifting strategy, preparing for change, organisational learning, core competencies, the boundaryless organisation, civic contributions and managing in the digital age.

The third volume, *The Community of the Future* has six main themes. These are represented by the structure of the book into six parts, each with four or five chapters. They are: shaping the evolution of community, the values of community, the impact of new communications technology, creating communities in organisations, strengthening the social fabric and global dimensions of community. The 24 contributors are scholars, philosophers, community leaders and chief executives of organisations. They include well-known names such as: Margaret Wheatley, Steven Covey, Lester Thurow, James Heskett, Dave Ulrich, Elie Wiesel, and Noel Tichy. There is a great deal of reflective material on the issues of community. These range from the need for community, world economics, the plight of children in the third and fourth worlds, racial diversity, globalisation to community in organisations. There are chapters which provide practical steps in community building. There are case stories from the New York Police Department, Gandhi's Sevagram Ashram, Netscape and many vignettes from a variety of contexts. Each contribution is grounded in the assumption of, not only the need for community but also, the desirability and the trend towards community.

All three volumes follow a similar format. Each chapter is a personal reflection by its author and is about eight pages in length, with no references or bibliographies. None of these books is designed to be read from cover to cover. To read them from cover to cover would expose a reader to a sense of repetitiveness. They are, rather to be dipped into from time to time. They are useful to have on one's bookshelf, by one's bedside or to have while travelling. They provide useful reflection material for executives, scholars and students of organisational studies. They could be used in preparing a speech.

The reflections in these volumes point out how organisations are changing and the role leaders play in shaping, not only the organisations of the future but also the role organisations play in our society. These are important topics as we move into the millennium and work at shaping our world. These volumes provide useful provocation in considering these issues.

*David Coghlan,  
University of Dublin*