

Reviews

how broad and deep alignment can be achieved in the context of a pull system that spans the traditional boundaries of organizations. Furthermore, Hagel explains how talent management and workforce development arise naturally from situating individuals and organizations within a framework that honors individual interests and personal passions.

By establishing structures that achieve this alignment while converting stocks of resources and information into flows, one increases the possibility for *productive* serendipity and the positive transformation of oneself as fuel to collectively transform organizations and institutions. He concludes by remarking that “as individuals, we truly now have the potential to remake our world, not in a way that simply serves our needs but in a way that deeply honors the potential of all of those around us as well as our own potential ... while pull helps us to connect with others in richer and more satisfying ways, perhaps the real opportunity lies within each of us.”

Reviewed by
Dr. Nicole Rodziwill

Principles of Quality Costs | Financial Measures for Strategic Implementation of Quality Management. 2013. Douglas Wood, editor. Milwaukee: ASQ Quality Press. 238 pages.

The concept of quality costs provides an important mechanism to drive and guide quality improvement efforts, and to evaluate a quality management program from a financial perspective. The real value of a quality program is determined by its ability to contribute to quality objectives, such as customer satisfaction, or the bottom line. Cost-of-quality techniques allow for the evaluation of these types of contributions by management. The book *Principles of Quality Costs*, edited by Douglas Wood and presented by ASQ's Quality Management Division, introduces this topic. The book guides the reader through all important aspects of the topic, starting with an overall introduction that includes helpful tips on how to integrate the concept of quality costs within existing quality standards such as ISO 9001. Next, the quality costs system and its basic elements are defined before attention turns to implementation issues. Attention then turns to the concept of how quality costs can be used in a company before the book outlines basic tools such as trend charts and Pareto diagrams. The book clearly underlines how quality cost techniques can be used to drive improvements, providing measures that indicate the most important problem areas. Furthermore, the authors took

care to provide guidance on how to integrate the concept of quality costs into an existing accounting system, which is a strength of this text.

An interesting aspect of the book is its focus, which not only covers manufacturing but also intensively discusses the concept of quality costs in services as software development. Several cases are presented during the discussion, which supports the reader in understanding the basics of the concept. The book is easy to read and the basics will also be easily understood by readers not acquainted with accounting principles. The reader is further supported by the book's appendices, which give a short introduction into accounting, as well as a detailed list and description of quality cost elements.

In general, the book provides a good introduction to the concept of quality costs. This includes supportive information for implementing the concept and a series of case-based discussions to aid in practical implementation.

Reviewed by
Dr. Matthias Thürer

Get Lucky: How to Put Planned Serendipity to Work for You and Your Business. 2012. Thor Muller and Lane Becker. San Francisco: Jossey-Bass. 288 pages.

This mainstream business book addresses a curious aspect of