Gray and Seeber conclude their book with a thoughtful essay on the future of labour relations in the AEEM industry. All too often final chapters are a hodge-podge of platitudes. This one is not. The authors offer genuine insights regarding what we might anticipate relative to such matters as technological developments, public policy issues, economic trends, and their impact on labour relations in the AEEM industry. They also separately suggest issues for unions and employers to consider for the future and suggest areas for research in the future for scholars interested in the subject of labour relations in the AEEM industry.

I put down this book knowing more about the AEEM field than before in a way that answered questions as well as prompting additional, more informed questions. This is a work I highly recommend because it is wholly accessible to both practitioners and academics alike. While it is not, and does not purport to be, the final word on labour relations in the arts and entertainment arena, it clearly delineates the contours of the field in a way I found academically rigorous yet practically satisfying. *Under the Stars* certainly is required reading for anyone wishing to more fully penetrate the mysteries of a unique area of global labour relations.

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Ruth Tait. Roads to the Top: Career Decisions and Development of 18 Business Leaders. Basingstoke: Macmillan Press Ltd, 1995. 376pp. ISBN: 0-333-63108-0

This book provides one with an interesting read and a number of insights about how eighteen business leaders talk about their lives, careers, beliefs and motivations and what they think about the characteristics which are required by top managers, now and in the future. The book is an interesting read because we learn something of the lives and the opinions of a selection of rather interesting people. But what we learn if we approach this book in a social scientific frame of mind is not so much a series of substantive points about how business leaders have come to be where they are, but a variety of illustrations of how such people talk about and make sense of their situations. This is not really recognised by the author, however. Time and again, one finds oneself saying about the inferences she makes about interviewees' statements, "Aha, that's interesting. But you would expect them to say that, wouldn't you?"

The book is based on interviews with eighteen fairly well-known business leaders. Half of those who make up the admittedly "small and biased sample" are older people "with reputations among their peers and the public as outstanding managers/leaders" and the

other half are younger chief executives who had been five years or less in such a role. The larger part of the book consists of reports of these interviews and individuals are presented more-or-less in their own terms without any attempt to generalise beyond the individual case.

The later part of the book looks at what generalisations can be made on the basis of the stories told by these people. And this is inevitably a tricky process, given the admitted-ly limited and unrepresentative nature of the "sample" and given the fact that the evidence drawn upon consists primarily of the accounts given by people of themselves - as they feel they want to present themselves to an interviewer who is going to include them in a book about "roads to the top". The generalisations which the author makes are fairly judiciously done - she carefully explains where her "findings" fit or do not fit with those of existing studies. But the research material she draws on here is very limited indeed. And - most worrying for the scholarly reader - she makes no use whatsoever of the theoretical resources which she might helpfully have drawn from the general literature on career processes.

As someone who has done research in this area, I was delighted to see the author noting early on an "apparent contradiction" she has seen in previous professional discussions she has had with candidates for senior management posts. Most senior managers, she had noticed, attributed their career choices to "external forces beyond themselves - to chance, luck, the influence or intervention of others . . .". Although they "usually have clear goals or a vision for their businesses", they "rarely have, or say they have, clear objectives or a plan for their own careers". The key phrase here, for me, is "or say they have". Some theoretical reflection here on why people talk in the ways they do about such matters is surely invited by what is hinted at in the author's use of this phrase. I am sure it surprises no-one that senior managers utilise a rhetoric of goals and vision when they talk of the enterprise they manage. We would probably think little of them if they did not. But is it not the case that they would be equally unlikely to wish to be seen as individuals in such terms? Put simply, it might make them look a little less than fully "human" if their presentation of self were of somebody who is "above" the influence of chance and any need for the assistance, guidance and interventions of others. Further, it might well be counter-productive for their continuing careers if readers were led to view them as too calculating, personally ambitious or "career-centred". The failure to contextualise the accounts of the interviewees in this way leads to a degree of naivety in the generalisations which are made.

An example of this is the discussion of the role of wealth, status and power as "motivators". Such factors are pushed very much into the background because, says the author, "there is persuasive evidence that most high achievers in business are motivated by genuine interest in their work and a commitment to perform and to achieve outstanding results". Here the theoretical crudity of the analysis creates real difficulties. We are back to those crass models of human motivation that we have to warn first year students against - ones where one is either "in it for the money" or "in it for job interest". Human motivations are surely more complex than the author is willing to recognise and cannot really be analysed by taking at face value how individuals talk about what "drives them".

Perhaps this is the sort of trouble one inevitably gets into if we ask questions like "what fundamentally motivates people who achieve success?" or what "drives them to excellence?" (my emphases). Given the crude view of human beings behind such questions, it is not surprising that the author does not find her interviewees help her find clear answers to them.

The men and women interviewed come over as much more complex, modest and indeed human than such a frame of reference might lead one to expect. But, then, you would expect them to put themselves over like this wouldn't you? You even see an interviewee himself resisting the sort of spin he fears the author might put on his words. Although he "acknowledges that insecurity drives him", Archie Norman resists this being interpreted as a "need to prove" himself. In a delightful antidote to crude psychologism, he points out that "the need to prove yourself is a very fashionable way of putting it. Obviously I really want to succeed but whether I have a need to is another matter." Hurrah!

In spite of the fact that this book falls short as a contribution to academic knowledge about management and leadership, it is still worth reading as a collection of interesting reflections on managerial careers by successful managers them-selves. What they say has to be contextualised by the reader and taken with the proverbial pinch of salt, of course. But, that said, the recipes they offer for effective leadership are sensible and in line with what academic research suggests. And the advice they offer to people considering their own careers is realistic and wise. It fits with everything my own parents said to me - even though neither of them has done anything remotely like running a business or being a senior anything!

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Jacqueline Leckie. To Labour with the State: The Fiji Public Service Association.
Dunedin: University of Otago Press, 1997. 221pp. ISBN: 1-877133-32-9.

The author gives a graphic account of the profound influences that the Fiji Public Service Association (FPSA) and its officers have had on governments, workers and employers in Fiji - a third world country.

These influences have taken different forms over the union's more than fifty years of operation. Its role has changed markedly over time and can be categorised into roughly four epochs. Up to about 1970, the year Fiji became independent from Britain, it played a passive non-militant role, loyal to the Government of the day.