

MINDS AT WORK: MANAGING FOR SUCCESS IN THE KNOWLEDGE ECONOMY

David Grebow and Stephan J Gill (Association for Talent Development)

"There is no way to become the smartest company on the block if you continue managing hands in a world that demands managing minds," exclaim David Grebow and Stephan J Gill, co-authors of *Minds at Work: Managing for Success in the Knowledge Economy*, as they set out their stall in the book's opening chapters.

Together, Grebow, a business and tech consultant, and Gill, a mental health professional who has turned his counselling expertise towards consulting on new learning and education strategies, have created the Minds at Work movement, touring the USA giving seminars and workshops to leading international

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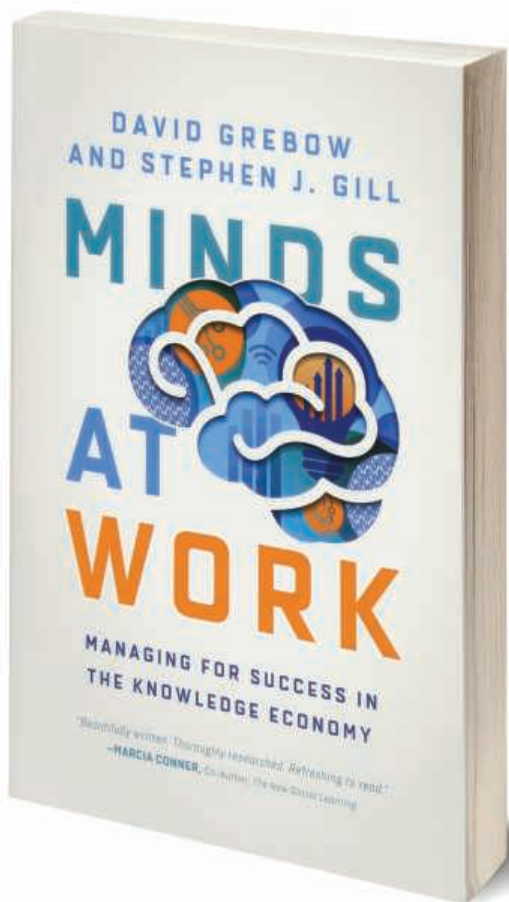
firms keen to make the most of their staff's abilities. It's an important job, say the pair, as too many firms today are continuing to use traditional management styles while the world of work has changed dramatically, leaving many HR models unfit for purpose.

"You can't solve 21st-century problems using 20th-century solutions," Grebow explains. "Companies whose roots lay in the industrial economy in which we used our hands to make things learned to 'manage hands', where success was often measured by the number of widgets that can be cranked out in a set amount of time. Most current management practices, principles and methods for learning were developed in response to the needs of that previous economy.

"In the knowledge economy, we are working with our mind to produce work, to transform data into information and then into useful knowledge. Companies need to be agile and responsive to be successful. They need to learn to 'manage minds', where success is measured by employees' ability to continuously learn, collaborate, communicate and innovate."

Here, the pair lay out a series of practical tools to be used by managers across the global business spectrum, enabling them to create a culture of life-long learning in their organisations, and to foster an atmosphere in which both independent and interactive education is encouraged.

Using real life examples of how culture change has helped traditionally industrial firms, including AT&T and Oberg Industries, adapt to a culture in which mental, rather than manual, labour is becoming the norm, *Minds at Work* makes for highly intriguing reading for anyone who manages staff.



THE CHIMP PARADOX: THE MIND MANAGEMENT PROGRAMME TO HELP YOU ACHIEVE SUCCESS, CONFIDENCE AND HAPPINESS

Professor Steve Peters (Vermilion)

In recent years, self-help has become a sector of the bookstore that is growing exponentially, with a number of the category's authors gaining increased recognition for the importance of their work

Professor Steve Peters is one such writer. An acclaimed psychiatrist, and coach to a number of Great Britain's most successful elite athletes, his work on brain function had been making waves in mental health fields for a number of years before the publication of his first book brought him to wider public attention.

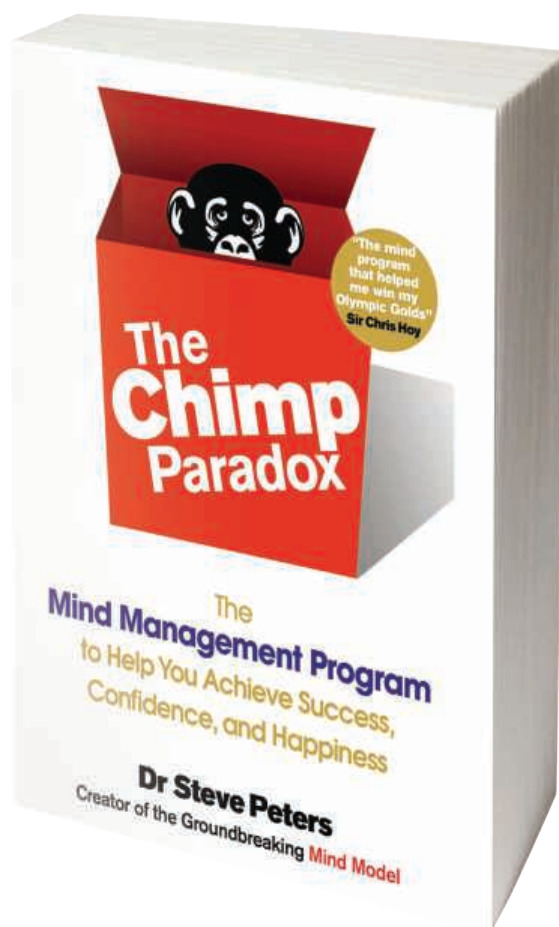
While its title, *The Chimp Paradox: The Mind Management Programme to Help You Achieve Success, Confidence and Happiness*, might well be wordy, Peters' work inside is light, accessible and refreshingly free of psychobabble.

Aimed at helping readers understand their own thought patterns, Peters explains the struggle that takes place within every human mind through creating the image of an 'inner chimp', prone to misbehaviour if not kept in check.

It's an unusual approach, but one that begins to make a lot of sense as readers make their way through chapters that reveal how this primitive inner chimp manifests itself, and the ways in which its conduct can be counterproductive in terms of eroding self-confidence, creating anxiety and even holding us back professionally. Peters then gives practical instruction on how each of us can tame our inner-chimp and make it work for us rather than against us, leading to better emotional control and improved self-confidence.

"I've been a lecturer at Sheffield University for 20 years now," Peters explains, "and when you're teaching doctors, it's very important to get your ideas across simply and effectively so they can use them in a practical way. The chimp is a concept everybody can grasp and which is usable."

Furthermore, while Peters admits the idea might sound childish or amusing, he says creating a concept that was unthreatening was key to reaching readers. "The model I've invented is fun, but... it has a very serious side. My intention is to give some quality of



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life to a lot of people who are struggling to get that. But I don't want it to come across as if this is some amazing concept that I've produced and if you don't use it then there's something wrong with you."