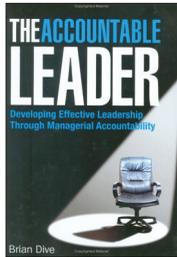




# REVIEWS



## [Books]



### The Accountable Leader

Brian Dive  
Kogan Page, £18.99



The title of this book will probably attract anyone interested in leadership. The author has a lot of experience in organisation design and development and this is shown throughout the book.

However this is also one of its shortcomings – it focuses more on effective organisation design than on “leadership” per se.

The key principle is that organisational structures should be based on each role’s decision-making accountability and whether that role adds value to the work done by others.

The book uses some sensible points to support this principle, such as the key differences between supervisory and first-line management roles and the importance of gaining significant operational management experience prior to taking up strategic leadership roles.

It also offers insights into how business leaders should ideally be

developed through the various layers of management.

While I found it broadly educational, it is unlikely to be useful to practising managers, due in part to the overriding focus on organisation layers.

It is more likely to be useful to students of management studies and HR professionals. For purchasers it is not a worthwhile read – even those interested in the leadership elements of their role are unlikely to find this book helpful.

It fails to outline succinctly what an “accountable leader” is or how one develops the associated competencies in a modern-day organisation.

There are many other books that offer more practical advice on developing leadership skills, so I’d advise giving this one a miss.

#### ▶ Sigi Osagie

Business consultant

## Join the P2P debate

The International Quality & Productivity Centre is holding its first Purchase-to-Pay Peer Consultation on 15-16 October at Hotel Concorde, Paris.

Instead of presentations, this event will feature debates and focus groups to discuss issues including eliminating maverick spend and boosting supplier relations.

Contact Olivia Brown at 020 7368 9300, e-mail [enquire@iqpc.co.uk](mailto:enquire@iqpc.co.uk) or go to [www.p2pconsultation.com/ShowEvent.aspx?id=130580](http://www.p2pconsultation.com/ShowEvent.aspx?id=130580).

## Improve your purchasing

The 4th Annual European Lean, Six Sigma & Process Improvement Summit will be held on 27-30 October at Hotel Okura, Amsterdam.

Speakers include Jon Theuerkauf, global director operational excellence at Credit Suisse. Go to [www.europeanleansixsigma.com](http://www.europeanleansixsigma.com).

## Go green at the Barbican

The Green IT Expo 2008 will be held at the Barbican, London EC2 on 4-5 November. It aims to help IT buyers get up to date with developments in sustainable IT, comply with the latest legislation and formulate greener IT strategies.

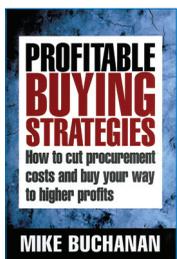
Keynote speakers include Shaun McCarthy, director of Action Sustainability. Contact [ros@revolution-events.com](mailto:ros@revolution-events.com), phone 01732 226316 or go to [www.greenitexpo.com](http://www.greenitexpo.com).

## Global supply chain podcast

Buyers can access a new global supply chain podcast series released by consultancy firm Tompkins Associates.

The first podcast discusses the benefits of globalisation. New topics will be available on the first and third Tuesday of every month. See [www.tompkinsinc.com/podcast](http://www.tompkinsinc.com/podcast).

## [Books]



### Profitable Buying Strategies

Mike Buchanan  
Kogan Page, £35



Purchasers would be more than familiar with the content of this book. Students of procurement may find this useful secondary reading, but there is nothing featured here that isn’t in current textbooks.

The book is very much written from the perspective of a cost consultant and the author has a wealth of experience in this area. I think this book could have delivered a far greater in-depth exposé of his knowledge.

The case studies are good, but could have contained more detail, including the processes used to achieve the results.

I would have liked to have seen a much greater focus on areas such as category management, a chapter on public procurement and a focus on spend analysis and mapping, SRM and benchmarking (the author seems a little negative towards the latter).

The review of e-procurement and e-auctions is good, comprehensive and clear and would be an excellent jargon-free introduction to anyone entering this arena.

Too many pages are wasted printing out the sample service level agreements and RFPs, even though they are offered to download for free. I would rather have seen the use of these documents and how they can deliver benefits explained.

And I would have liked to have seen more on soft skills for influencing and negotiating with internal stakeholders. However, there is a good review of interims and their importance.

Overall, this is a pleasant read, but I did not learn anything new.

#### ▶ Steve Elliott

Managing director,  
ProcurePro Limited

CIPS bookshop stocks a wide range of supply management titles (01780 756777, [bookshop.cips.org](http://bookshop.cips.org))