

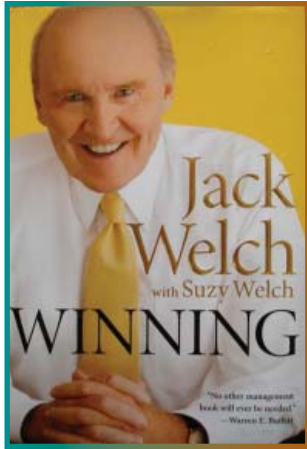
## Winning by Jack Welch with Suzy Welch

Harper Business, an Imprint of Harper Collins Publishers 2005

362 pages plus index

*"The authors' profits from this book are being donated to charity."*

Reviewed by Richard Hess



This is a book about management. It is about management of industrial enterprise in the broadest sense. It is about relationships between managers and employees, and about how each of them can succeed through the success of the enterprise.

The examples are primarily taken from industrial manufacturing situations, and the goals and strategies for them are different from what is found in a structural engineering office. But the book is not about what strategy or method to use; it is about how to develop goals and strategies that are right for your organization, and how to communicate and implement them so that all benefit. It is about interpersonal relationships in the workplace, and that is something in which we all can improve.

If I could add a subtitle for this book, it would be "Candor in Business and Professional Relationships." Mr. Welch introduces this

concept in the second chapter, as "The Biggest Dirty Little Secret in Business." He states, "What a huge problem it is. Lack of candor basically blocks smart ideas, fast action, and good people contributing all the stuff they've got. It's a killer."

My dictionary defines "candor" as "the state or quality of being frank, open, and sincere in speech or expression," and "freedom from bias; fairness; impartiality; as to consider an issue with candor." However, to be able to do that, one has to know what he or she is doing, why it is being done, and how to communicate these things so others will understand.

There is a lot more frank and pertinent information in the book, with practical examples from the author, who started his career over forty years ago with an advanced degree in chemical engineering. I think we all can learn from it. ■

*Richard Hess is a member of STRUCTURE's Editorial Board.*

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