



The New Pioneers: The Men and Women Who Are Transforming the Workplace and Marketplace

By Thomas Petzinger Jr

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In THE NEW PIONEERS, Thomas Petzinger travels the wide world of business, from banking and baking to weaving and web design, to uncover the entrepreneurs on the sharpest edges of change in business today. His startling conclusions reveal not only a changing of the guard, but a revolution in values that emphasises creativity and collaboration. With compelling storytelling and keen insight, Petzinger draws from 30 case studies of companies around the world. Despite the image of economic instability suggested by the megamergers, takeovers, and downsizing that command the front pages of the financial press, Petzinger finds an opportunity rich economy growing in the small firm. By exploring the pioneering use of motivational strategies and novel compensation systems which create a new kind of workforce, Petzinger illuminates inspiring examples of creativity flourishing 'at the edge of chaos'. Intelligent and profound, THE NEW PIONEERS is an engaging study of a varied cast of innovators who value resilience, reward, and individuality more than conformity to a corporate regime.

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Editorial Review

Amazon.com Review

In *The New Pioneers*, Thomas Petzinger brings alive the people who are leading a revolution in American business. Petzinger contends that fundamental changes in the U.S. economy are being spurred by technology that obliterates old boundaries as well as new freedoms in the workplace and the efforts of entrepreneurs with a zeal for innovation and customer service. "We can't yet see it everywhere, but a great awakening is now under way in business," he writes.

A columnist for *The Wall Street Journal*, Petzinger spent three years traveling across America to interview management gurus and businesspeople at the forefront of this economic seachange. He discovered that large and small businesses alike are succeeding by abandoning the old command-and-control ethos. In today's best-run companies, he notes, employees are getting the leeway to manage themselves. Petzinger profiles people as diverse as Pete and Laura Wakeman of Dillon, Montana, who built the Great Harvest Bakery chain by making their company more of a community than a corporation; Nick Gleason, a Harvard Business School graduate who eschewed a big salary to launch an Internet design company in a Boston ghetto; and Richard Knowles, who turned around a struggling West Virginia chemical plant for the Dupont Corporation. Provocative and well written, *The New Pioneers* is for top managers, regular working people, and anyone who loves a good business yarn. --Dan Ring

From Publishers Weekly

Wall Street Journal columnist Petzinger (Hard Landing) does an excellent job of spotlighting the faces behind the businesses that are leading the way into what he calls the "new economy." The new economy is entrepreneurial, not corporate; it stresses adaptation rather than bureaucratic planning, "teamwork" and "empowerment" rather than rigid command-and-control structures. While the stories of the people behind innovative companies are often intriguing, readers will be left wondering what to do with this information. Some readers will even find Petzinger's premise puzzling. For instance, his introductory example is an innovative Philadelphia pharmacy that managed to succeed in a poverty-stricken area of the city. Petzinger is full of justified admiration for the way the owner wedded his pharmacy to the community, offered employees profit sharing and made a mint. Ultimately, however, the owner was so successful that he sold his three stores to Rite-Aid. This inspiring and informative book would have been even better had Petzinger delved more deeply into the paradox that the successes and innovations of the new pioneers he celebrates coincide with an era of increasing corporate consolidation. Readers are left wanting more guidance from someone who clearly knows the territory.

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From Kirkus Reviews

Wall Street Journal columnist Petzinger explores the world of the small- and mid-size business entrepreneur's and finds that business these days is, on the whole, a Good Thing. With myriad anecdotes about clever entrepreneurs, from the oldest operating business in America (a cymbal maker, of all things) to the pocket-protector crowd at Lucent Technologies, from the employer of women weaving at home looms to some health care workers who won hospital patients the right to wear underwear (notably during eye surgery), Petzinger demonstrates the effectiveness of new ways to do things. Though IBM isn't discussed, that firm's succinct motto, "Think," may have had it right all along. As innovative thinking advances, the author demonstrates, so does effective commercial practice. Business and biology are, it appears, not so different. We evolved from the primordial ooze to become CEOs, after all, passing through the Industrial

Age to the Information Age and a step up on Maslow's hierarchy. ``People who once did business on a handshake were starting to do it on a hug, for Pete's sake!'' The author will concede that there are such blights as telemarketers. But, generally, the ecology of commerce is increasingly beneficent. Small enterprises thrive when they extend themselves to serve customers and eschew old rigidity. Loyalty, as well as money, is an incentive. Family considerations need not be overwhelmed by the demands of a well-run organization. Cooperative back-scratching and everyday decency, the author finds, nurture success. Indeed, values are the foundation of successful pioneering ventures. The book stresses the operations of small businesses, which clearly outnumber the giant enterprises. A new kind of feel-good primer on the ascent of man (business department) that might well be titled *How to Win Friends and Influence People for Management*. (Author tour) -- *Copyright ©1999, Kirkus Associates, LP. All rights reserved.*

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