

***The Power of 360 Degree Feedback*** by T.V.Rao and Raju Rao. 2005, New Delhi: Response Books. Pp. 305.

This is an excellent book on maximizing managerial talents through a 360 degree feedback system. The book is the result of the years of experience in the area of appraisal system by the first author. The first author who is currently the chairman of the T.V. Rao Learning Systems (TVRLS) in Ahmedabad has worked extensively with the 360 degree feedback system on more than 50 organizations and has done the profiling of around 3,000 senior managers. The book is the outcome of the years of experience on the use of this system while working with corporate heads (CEOs, top level managers, middle managers, young managers, HRD managers and other categories of managers), heads of educational institutions (particularly, school principals) and heads of nongovernmental organizations.

The authors share the conviction that effective people are the ones who have high awareness of themselves and can build themselves as effective leaders by discovering the qualities of effectiveness in themselves as persons, managers and leaders. The tool to discover such quality is the feedback system and the authors advocate strongly the 360 degree feedback system for best results. They discuss it through 20 different headings, each a chapter of the book.

The book starts with a chapter on personal effectiveness where the authors refer to the Johari Window. In the second chapter, they talk about "What Makes Managers Effective?" and here they discuss the different competencies that a manager should have in order to be effective. Leaders and their qualities are discussed in Chapter 3. The authors, after citing various Indian and Western studies on leadership, talk about its implications for organizations. Chapter 4 deals with managers and their leadership roles. The authors focus on the different roles that a manager needs to perform in order to be effective. Based on the data collected by TVRLS, they highlight certain, most neglected roles and tasks of top management, i.e., articulating vision and values for one's unit or department, and inspiring and developing subordinates.

Leadership styles and their impact are discussed in Chapter 5. The chapter is based on the assumption that the effectiveness of a manager depends on both the content of interaction and the manager's style. The issue of empowerment and delegation for better results is discussed in Chapter 6 under the heading 'Delegation: The Key to Empowerment' where the authors explain the process of delegation, forces influencing delegation and action for promoting delegation.

The discussion of the 360 degree feedback system starts from Chapter 7. Chapter 8 talks about the basics of the 360 degree tool. In Chapter 9 the authors talk about the RSDQ (Roles, Styles, Delegation and Qualities) model for developing managerial and leadership competencies. The chapter discusses the RSDQ model and its

applications in various organizations. The whole focus of this chapter is to provide meaningful insights to managers with regard to the effectiveness with which they perform various roles, and their overall impact on the organization.

Chapter 10 talks about the instrumentation in the 360 degree feedback system. It discusses the relevance of the 360 degree feedback system and its application in different work sectors. Chapter 11 highlights the myths and facts of the 360 degree feedback system as it serves multiple objectives. A critical look at the 360 degree feedback system is given in Chapter 12. The authors share their past experiences with this tool and show us how it can be used effectively along with other instruments in the form of a multi rater assessment.

Chapters 13 to 15 deal with the school setup and focus primarily on developing leadership in school principals through the 360 degree feedback (Chapter 13), use of 360 degree feedback for teachers and parents (Chapter -14) and peer feedback for students (Chapter 15). The 360 degree feedback tool for NGOs is covered in the next chapter while Chapter 17 deals with its uses in some major Indian corporations.

The book identifies the developmental needs of people through a multi-rater assessment feedback. The authors have provided a format for developmental needs on the basis of the 360 degree feedback that emphasizes the inclusion of roles, styles, delegation and qualities in its action plan. Taking the journey ahead, the volume discusses coaching in a multi-rater assessment feedback in Chapter 19 and the role of the coach and the process involved. Experiences from other countries are shared in Chapter 20.

In summary, this is an excellent book which will be useful to both academics and practitioners in the field of management.

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***The Offshore Nation: The Rise of Services Globalization*** by Vashistha and Vashistha. 2005. New Delhi: Tata McGraw Hill Publishing Co. Ltd. Pp 296. Price: Rs. 450.

The terms outsourcing and offshoring are sometimes used synonymously though they are quite different in structure and requirements. The only commonality could be along the few common benefits they both provide. Outsourcing is seen as 'significant value addition by outside vendors'. The implicit assumption is that, the 'outside vendors' leverage their positions in cost advantageous distant places and offshore a significant

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