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BOOK REVIEW

"How Will You Measure Your Life?"

Author: Clayton M. Christensen, James Allworth & Karen Dillon
Publisher: Harper Collins Publishers, 2012
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In 2010, world renowned innovation expert Prof. Clayton M. Christensen (famous for his theory on disruptive innovation) gave a powerful speech to the Harvard Business School graduating class. He shared with them a set of guidelines that have helped him find meaning and happiness in his life. This speech was memorable not only because it was deeply revealing but also it came at a time of intense personal reflection. Prof. Christensen had just overcome the same type of cancer that had taken his father's life and as he fought with the disease, the question "How to measure your life?" became more urgent and poignant. It was then he began to share his insights more widely with family, friends and students. This enlightening and instructive little book "How will You Measure Your Life?" is an extension of his remarkable speech.

In this short and concise book Prof. Christensen draws parallels between how a business develops a strategy and how an individual develops a strategy. He states that just as successful businesses follow certain principles and practices, many of those same approaches help us to be successful in our personal lives. With that line of thinking, he is able to draw lessons that management of the family is no different from management of a business. As a matter of fact, both require time and effort to build, maintain and sustain.

The book pivots around three questions

a) How can I be sure I will find happiness and satisfaction in my career?

b) How can I be sure that my personal relationships become more enduring source of happiness?

c) How can I avoid compromising my integrity- and stay out of jail.

The book seeks to codify the above dilemmas for a successful life and career. The book is undoubtedly outstanding for the content it contains. The message of this book is not new, but the methodology is, making it worthwhile investment for anyone looking for a more tangible message about success. In each chapter Prof Christensen covers a theory, describes an application in business and then reveals how we might apply it to our personal lives.

Prof. Christensen through this book stimulates you to ponder on some real life lesson nuggets:

a) Aligning your resource allocation with your strategy (your strategy is not what you say it is) - be careful as one invariably subordinates the immediate accomplishment (invariably work related) to the supposed strategic (partner/ family/ friends). The book goads oneself to nurture relationships. 'Failure to invest continually in relationship throughout your life will leave you quite alone.'

b) Helps you distinguish between 'hygiene' factors and 'motivating' factors at work and make a point that 'motivating' factors contribute more to subjective well being. The author in fact makes the case of management as a truly noble profession because of the ways in which good management can help improve lives. 'You are in a position where you have 8 to 10 hours every day from every person who works for you. You have an opportunity to frame each person's work so that, at the end of every day, your employees will go home [feeling great].'

c) Situations in life where you should be thinking about a deliberate strategy and those when you should be employing an emergent strategy. The book enunciates that priorities should be deliberate (i.e. core values) but processes and resources can be emergent.

d) Stresses on the importance of intimate, loving and enduring relationships with our family and close friends that will be among the sources of the deepest joy in our lives. As sacrifices deepen commitment, so make sure you sacrifice for things worthy of your commitment. Prof. Christensen posits children should face challenges and experience failure to develop resiliency. 'People who hit their first significant roadblock after years of non-stop achievement often fall apart.'

e) Thinking about your assumptions (what has to be true) for your life strategy to work and listing these ranked by importance and uncertainty with most important and least certain at the top. If you do not have any idea of what kind of person you want to become, it is all pointless. You are in a boat without a rudder.

f) Just hoping that you will become a certain kind of person is not enough. For that you have got to have discipline and hold to your standards all of the time. It is easier to keep your standards 100 percent of the time versus 98% of the time. Prof Christensen expertly manages to tell how Enron's Jeff Shilling drifted into illegality bit by bit without really knowing where he was headed. 'The only way to avoid the consequences of uncomfortable moral concessions in your life is to never start making them in first place. When the first step down that path presents itself, turn around and walk the other way.' Prof Christensen adds that he does not believe you can teach 'the contents of business ethics' at a business school. But you teach the practice of setting standards and keeping them.

'How Will You Measure Your Life?' is an intriguing paradox: a self help book that is not a self help book. The book is based on rigorous research but is enlivened by anecdotes about the experiences of a professor from HBS who is remarkably bright and intelligent with inscrutable moral ethics and is hailed as a role model by his students.

Prof Christensen attacks 'the appeal of easy answers' whether from 'writers who are hawking guaranteed steps for making million' or 'the four things you have to do to be happy in marriage.' Far from offering self-help or ways-to-succeed platitudes the book takes on life's big questions- how to balance work and home life and integrate happiness with work, how to maintain a marriage and raise children, how to adhere to ethical and moral standards- using the rigorous framework of the business model Prof Christensen has developed over two decades.

The book is indeed a lively read that is at once interesting, inspiring and informative. I highly recommend this book, especially to young adults just getting started in careers and families.

Call for Papers: Amity Business Journal

Amity Business School (ABS), Lucknow campus, a part of AUUP is endeavouring to publish **Amity Business Journal**, a bi-annual, refereed double blind reviewed International journal, which attempts to bridge the void between academia and the corporate.

Amity Business Journal will address contemporary issues of General Management. The general themes include topical issues, discussions & practices that attempt to communicate a better understanding on the subject of Management taking competitiveness as a premise.

In order to leverage competitiveness in business, individuals and institutions need to augment their capability and core competence. This would essentially lead to improvisation in decision making. Amity Business Journal intends to cover major perspectives in all domain areas of Management and Business, while attempting to bring out a focused approach in connecting "Theory to Practice".

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Amity Business Journal will share knowledge with academia, researchers, professionals, entrepreneurs, family businesses and policy makers, thus an attempt to contribute to better business, management and innovative practices.

Contents

Amity Business Journal will publish original papers, conceptual papers, business and management case studies & book reviews. Special Issues devoted to important topics in allied areas of Business & Management will occasionally be published.

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All papers and cases should be submitted to the Editor, Amity Business Journal, in a word soft copy with subject line "**Submission to Amity Business Journal, ABS, AUUP**". The covering note in the email must specify the paper title, authors name, affiliation and contact details.

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Journal of Amity Business Journal
Guidelines for Submission of Selected Papers

1. Manuscript of the paper

a) Manuscripts must be written in simplistic fashion and offer meaningful implications and recommendations for practitioners. It should be conceptually and theoretically sound to offer significant research findings or insights. Original research findings should be presented in such a fashion explaining the methodology, statistical tools and justification to encourage reading for those who have limited backgrounds in research methods.

b) The paper should start with an introduction and end with a conclusion summarizing the findings of the paper. Paper should have a Title, author(s), affiliation(s), and contact details on the first page. An abstract of not more than 250 words should be included in the beginning of the paper with four to five key words.

c) Besides, paper based on original research, case, book reviews and other thought provoking manuscripts are also encouraged. Articles/cases of an international nature are especially welcome. The editorial goal is to create a journal of relevance for both domestic and international audience.

d) Papers are accepted for publication on the understanding that these contain original unpublished work, not submitted for publication anywhere else.

e) Fact of papers presented/submitted in a conference/seminar must be clearly mentioned at the bottom of the first page of the manuscript and the author should specify with whom the copyright rests.

f) Tables and figures should appear in the Document near/after where they are referenced in the text. Avoid the use of overly small type in tables. In no case should tables or figures be in a separate document or file.

g) Papers are processed through a double blind referral system by experts in the subject areas. To ensure anonymity, the writer's name, designation and other details should appear only on the first page along with the title of the paper and should not be repeated anywhere else.

2. Reference

It is author's obligation to provide complete references with the necessary information References should appear in the text as: "*Filbeck et al.* (2005) reported that....." and the list of all reference must be placed at the end of the manuscript in APA style.

- Basleeris, N. and Huang, M. (2004), "Preferences with frames: A new utility specification that allows for the framing of risk", Working Paper, Stanford University.

- Complull, J.Y. and Viceira, L.M. (1999), "Consumption and portfolio decision when expected relies are time working", Journal of Economics, Vol. 114, No. 2, PP. 433-495.

3. Specifications of the paper

- The paper should be typed in MS Word. Maximum size of the paper should be about 6,000 words including title/cover page and references.
- Title of the page should be followed by name, e-mail and affiliation of author(s).
- Use a single column layout with 1" margin on all four sides on A4 size paper.
- Font: Main Body 12 Pt; Style: New Times Roman, 1.5 spacing or the closest comparable font available.

The electronic version of the paper should be sent to the editor at **mjoshi@lko.amity.edu.** Papers must include a clear indication of the purpose of research, methodology, major results, implications, and key references.

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All submissions will be double blind reviewed. Only those papers that are submitted as complete, reach the editor by the due date, and are accepted for publication by peer review will be published. Authors will be requested to provide copyrights of their paper to the conference organizers to ensure consideration for such a publication. The original research papers and articles (not currently under review or published in other publications) will be considered for publication in the Journal.

Normally the review process will be completed in about 6-8 weeks after the submission and the author(s) will be informed of the result of the review process. Papers can be sent back to the authors for rework before acceptance of publication. Such articles will be published only after the rework is considered as complete.

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