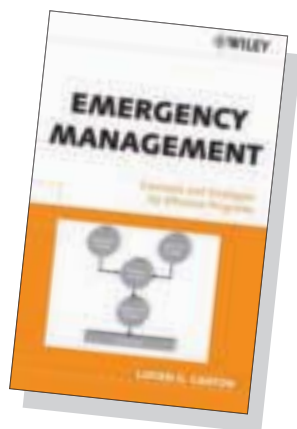


The Bookshelf

Book Review Editor: Theodore J. Weidner, Ph.D., P.E., AIA

This column addresses emergencies and leadership. In response to concerns about a flu pandemic, my campus is reviewing its business continuity plans. The leader of that effort, Fred Gardy, provides the review of a book on emergency management. I look at yet another book on leadership. These are two key areas that prove the mettle of facility officers.



Emergency Management, Concepts and Strategies for Effective Programs, by Lucien G. Canton, Wiley, New York, 2006, 349 pages, hardcover, \$79.95.

What is your emergency strategy in the event of a minor, localized departmental incident; a major emergency that disrupts portions of your campus community; or a disaster

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The author... argues for a multidisciplinary approach to emergency management, which is essential for success at universities and colleges.

involving the entire campus and surrounding community? Every college and university should have sound procedures to protect life, secure critical infrastructure and facilities, and re-establish normal campus life and activities.

Emergency Management: Concepts and Strategies for Effective Programs provides a macro view to emergency management and can serve as an excellent resource for university and college staff to develop an emergency management program on campus or evaluate an existing program.

The author, Lucien G. Canton, argues for a multidisciplinary approach to emergency management, which is essential for success at universities and colleges. Emphasis is placed on the importance of the emergency manager as a program manager—a coordinator—not a tactician. Canton, an independent emergency management consultant and former director of emergency services for the City of San Francisco, draws from scholarly

references and real-world practices to present emergency management as a macro-level endeavor.

The book opens with a historical overview of the evolution of emergency management, including the effects of terrorism and Hurricane Katrina on current practices. Canton argues that the National Incident Management System (NIMS) is a major step forward for emergency management. However, he warns that the single-minded focus on terrorism undermines the ability to adopt an all-hazards response to emergency management.

The text can be particularly useful for creating an operational framework solution for individual schools and departmental emergencies. Canton urges that successful emergency plans are those in which the groundwork is laid before an incident occurs. He recommends an inclusive and collaborative approach to building emergency management programs. He also outlines approaches for developing a program that would be collectively and effectively performed by faculty and staff. Each chapter explores an important program component, including:

- The emergency manager's role
- How to establish an effective, integrated program
- Assessing risk
- Planning techniques and methods
- Managing crisis
- Case studies

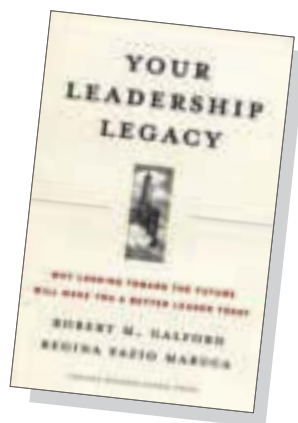
Canton notes that a disaster is a direct result of vulnerability. Readers learn how various components of emergency management—assessing, planning, coordinating, and managing—along with creativity and flexibility interrelate to reduce vulnerability.

The book also provides an interesting distinction between emergencies and disasters. Citing the research of Dr. E. L. Quarantelli, a social scientist, Canton identifies five qualitative differences between emergencies and disasters. He then provides definitions that establish a hierarchy for distinguishing emergencies, disasters, and catastrophes. These differences are important for college and university staff to understand as they delineate what we can and cannot handle on our own.

* * *

Your Leadership Legacy: Why Looking Toward the Future Will Make You a Better Leader Today,

by Robert M. Galford and Regina Fazio Maruca, Harvard Business School Press, Boston, 2006. 186 pages, hardcover, \$26.95.



There are a lot of books about leadership, and APPA is a resource for many of the classics. This book might make that list. Your Leadership Legacy is a relatively easy read and provides scenarios, and suggestions for establishing an individual leadership development plan and creating a legacy.

As I read this book I reflected on my leadership roles in several organiza-

tions and institutions. Some resulted in a legacy of which I am proud, but I can recall one that I would rather forget despite having tried to have a positive effect on the organization.

As the authors suggest, opportunities to leave a legacy sometimes require a good fit between the leader and the organization.

Having a "leader" title does not make one a leader. Being a leader can be easy when those being led want to go where the leader is taking them. Change agents must be leaders regardless of the magnitude or direction of the change. However, the book does not go into detail about change agents as leaders other than giving examples of good and "less-good" leaders. However, the concepts presented are clear, informative, and allow for reflection.

This book can help a good person in a leadership position to define his or her own leadership preferences...

The authors present six types of "natural" leadership styles and ways these styles successfully fit into organizations. The styles are not exclusive or the final word. They can be blended, and leaders may adapt to one style or another depending on the situation. The examples assist in demonstrating the styles of leadership and opportunities for success in the organization. The book is laid out in a way that allows readers to skim or skip examples and focus on the key concepts.

This book can help a person in a leadership position define his or her own preferences, identify opportunities to lead well, offer sound advice when difficulties arise. I found the book instructive and supportive and plan to reread portions in the future. This is not a how-to book but more a review of ways to "walk the talk." 🏠

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