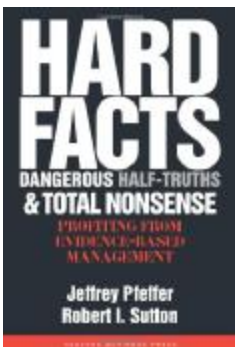


**“Hard Facts, Dangerous Half-Truths & Total Nonsense“  
by Jeffrey Pfeffer & Robert I. Sutton**

*Profiting From Evidence-Based Management*

*A Recension by Nikolaus Raben*



*Harvard Business Review Press 2006, ISBN 978-1591398622, 276 Pages*

The enterprise sphere is complex for decision-makers. Management remains on account of the high expectations and quick, often pitiless apportionings of blame a gnarled craft. However, against current opinions executives have far less influence on the events in their organisations. Anyhow it is a craft which can be learnt and which some better control than others!

Based on entrepreneurial failures whose course of event was based on absolutely well-intentioned and well-thought-out decisions the authors did research for causes. They found out that entrepreneurial action is based as a rule on hope or fear, encouraged by the past experiences, delusive ideologies and dogmas as well as misguided assumptions. They want to prove that „fact-based management“, as Pfeffer & Sutton call it, decision-makers helps to prevent their organisations from so joyless detours at which the best intentions lead to the worst results.

Pfeffer & Sutton clear up with popular certainties and honoured myths. They draw the attention very well to the acceptance of hard facts, however, incorporate influencing soft factors. Meanwhile they unmask common methods and practised views of the corporate management as what they are: “dangerous half-truths” which represent many of the current wisdoms about management and “total nonsense” which is much too often accepted as an advice.

On this occasion, Pfeffer & Sutton analyse approved methods and convictions of the corporate management. In their analyses they consult own observations as well as the results of numerous studies and investigations and document plausibly their evaluations with positive and negative case studies. On account of its comprehensive research with countless references and detailed explanations the book is not least a serious request to reflect managerial behaviour. In spite of its coverage the book is to be read excitingly - fresh, here and there cheeky, formulations make it an amusing reading.

Also because of specifically formulated implementing rules the book is a worth reading enrichment of the leadership everyday life of those decision-makers, who would like to put methods and actions of the management, in particular their own, on the test bench. It steers the look convincingly on the essentials: to free oneself of handed agenda and convictions of the corporate management and to gather unyieldingly facts and information to be able to make expert and intelligent decisions.