

Review of: "Revisiting Enron twenty years later: Eight executive blind spots worth remembering"

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Recipes for success

Having completed an in-depth study of America's best-run companies, Tom Peters and Thomas Waterman (1982) presented eight recommendations for business firm success. A few years later, their role-model companies were no longer top performers (Clayton, 1987).

I see *Revisiting Enron* as an invitation to discuss the relevance and resilience of the popular management literature. Perhaps the Enron leaders failed not because they did not follow what in retrospect appears to be the right recommendations but because they followed advice from then popular management gurus. Perhaps what appears to be best practice today will prove dysfunctional tomorrow.

References

Clayman, Michelle (1987) In Search of Excellence: The Investor's Viewpoint, *Financial Analysts Journal*, May-June: 54–63.

Peters, Thomas J. & Waterman, Robert H. (1982) *In search of excellence, Lessons from America's best-run companies*, New York: Harper & Row.