

will be major problems during the implementation phase if the employees are not receptive to the reengineering team and its work. According to the authors, a large number of disgruntled employees can create a level of cynicism that can cause long-term harm.

They also recommend communicating the project's objectives and status to everyone, since rumor and gossip will fill any void due to a lack of information.

If a corporation does embark on a reengineering effort, the success of the change is of extreme importance because the firm is restructuring and repositioning resources to compete more effectively. The authors make it clear how important the PR person and the communications plan are in the overall execution and eventual success of the reengineering effort. Anyone who is involved in the reengineering of their corporation would be smart to read *Successful Reengineering*.

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Dudley D. Cahn, ed.
Conflict in Personal Relationships
Hillsdale, NJ: Lawrence Erlbaum Associates, 1994

In this era of community and relationship-oriented public relations, this collection of scholarly pieces on conflict in relationships is enlightening from an academic perspective. It is solidly based in research and in the literature on personal relationships and conflict. Unfortunately, it was not intended to target a business or professional public or their relationships.

The book does a credible job of comprehensively examining conflict within intimate and personal relationships, and defining and exploring the phenomenon of conflict. Each chapter address conflict in different kinds of relationships from same-sex couples and married couples to conflict between parents and children, and children and aging parents. In doing so, each piece identifies principles of conflict and mediation that may be helpful in understanding less intimate relationships, like those between public relations practitioners and clients. However, there is inherent danger in extrapolating from the research on intimate relationships for practical application in business or community relationships.

The book contains some interesting discussion on approaches to conflict resolution, though still at the level of intimate and personal relationships. Nevertheless, the three pieces in Section II on mediation, conflict management and dispute resolution may have some applicability in the area of community relations. Further, the book certainly addresses the issues behind some of the most current sources of conflict in our society such as homosexual relationships, intercultural relationships and aging.

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