

*Leadership and the New Science: Learning about Organization from an Orderly Universe*, by Margaret J. Wheatley (Berrett-Koehler, 1992)

Margaret Wheatley states that she is “at heart a lapsed scientist, still hoping that the world will yield up its secrets to [her] in predictable formulation” (6). Having harvested a number of secrets from recent popularizations of science, Wheatley applies these secrets as insights into her own field of organizational leadership. The result is an unabashed, almost euphoric, affirmation of quantum physics, self-organizing systems, chaos theory, and the philosophical lessons that are routinely drawn from those disciplines.

Most books can be experienced at more than one level of understanding; this book works best at the celebrational level. Although Wheatley deals with some abstruse concepts, she is not overly cerebral, and her larger message attempts to liberate us from outmoded ways of thinking. She postulates that the new science, in all its ideological upheaval, sends a clear signal to managers and organizational specialists: because attitudes shape organizations, no better way exists to achieve organizational reform than persuading people that their personal attitudes are not sacrosanct. Some may find this a frightening prospect, but, on the other hand, loss of rigidity can also be cause for exultation.

Wheatley ends her book by discussing chaos theory, a move that allows her to wrap things up with

the assertion that while the universe is strange, uncertain, and bizarre, it remains “a universe of inherent order” (151)—a point that must be made if Wheatley is to establish her claim that we can learn about organization from an orderly universe.

—David Grandy

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*Behold the Messiah: New Testament Insights from Latter-day Revelation*, by Robert J. Matthews (Bookcraft, 1994)

Now that Gospel Doctrine teachers are provided only a set of questions and a quotation for each lesson, many are on the lookout for additional resources. Other Church members are seeking new insights and “a wider appreciation of the life and ministry of the Savior” (ix). This relatively slim volume aims to provide such an appreciation via a discussion of many, but not all, of the episodes reported in the Gospels and Acts. Matthews draws primarily upon the Latter-day Saint cannon, the teachings of Joseph Smith, and, of course, his own observations.

The book is organized thematically instead of chronologically. But the reader can find specific discussions through the scripture index and a fairly detailed index. One valuable chapter is a collection of quotations from the *Teachings of the Prophet Joseph Smith* concerning Jesus.

The contributions or lack thereof of the Joseph Smith Translation of the Bible (JST) are usually highlighted rather than those from the

Book of Mormon and Doctrine and Covenants. Such an emphasis is no surprise coming from a man who has devoted much of his life to studying the JST. However, since the current LDS edition of the Bible includes most of the significant changes in the JST, this emphasis is not as useful as another might be.

As is usual in commentaries, the discussions vary in depth and freshness. Nevertheless, the general reader will find many passages that are both instructive and inspiring.

—Doris R. Dant

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*Tolerance: Principles, Practices, Obstacles, Limits* by John K. Carmack (Bookcraft, 1993)

Readers familiar with Elder John K. Carmack's levelheaded and common-sense approach to explaining gospel principles will not be disappointed with his thoughts on tolerance. Written in light of his experiences as a Church leader in California and Asia, this book is a plea for broader understanding and practice of tolerance in its Christian context. Experience has convinced Elder Carmack of the increased need for tolerance in our encounters with people of diverse backgrounds. To grant the timeliness of the message, one need only consider recent outbreaks of violence across the world as previously segregated religious and ethnic groups rekindle prejudice and hatred.

The strength of this book lies in its straightforward approach, although its rhetoric and style are

sometimes unpolished. Laying a scriptural and prophetic foundation, this work presents tolerance as a virtue taught and practiced by the Savior, our exemplar in matters of tolerance. Elder Carmack wisely counsels that, in order for tolerance to become an antidote for the poison of worldwide hatred and strife, individuals must adopt attitudes and practices appropriate to the Savior's teachings. The book then offers advice about how principles of tolerance may be applied in family, church, and public life.

But tolerance is not a principle without limits. It does not signify indiscriminate, and therefore meaningless, respect for all actions and ideas. Elder Carmack offers strong counsel on the limits of tolerance as he discusses a variety of public issues, especially free speech and pornography. His reasoning, influenced by his legal training, recognizes the liberality of the principle while at the same time improving our understanding of the general relation between moral and ethical standards and public behavior. Also of timely interest is his counsel regarding the role of tolerance in the Church. He offers clear explanations of the place of Church discipline in regard to tolerating diversity of belief within the Church. *Tolerance* is an overdue and necessary addition, by a committed LDS leader, to our overall understanding and practice of the gospel.

—Neal W. Kramer