



Influence: Science and Practice—Robert B. Cialdini

They're out there; they know how you think and react. The "compliance professionals," salespeople, fundraisers and advertisers, take advantage of the fact that in the modern world, where the pace of everyday life is quickening and more information is ingested each day, we are likely to make choices based on little information. We don't have time to weigh the pros and cons of each decision.

Although some awareness of the power of media influence is available through common sense, Cialdini's conclusions come from a systematic body of research, based on interviews with compliance pros, training with them and talking to their "enemies" (consumer groups that monitor the foul and fair play of marketers). Cialdini designates six principles that may make us likely to say "Yes" before we stop and think: reciprocity, commitment and consistency, social proof, liking, authority and scarcity. While also found in healthy, nonexploitive relationships, they can be brought to bear in situations clearly for the advantage of only one participant.

More than just an interesting insight into the workings of consumer society, *Influence* is designed to arm us against being taken advantage of. Because it is grounded in hard, social psychological research, *Influence* is not "pop psychology," but maintains, due to its style and content, a "refreshing change of pace [from other academic work]

that does not retreat from scientific responsibility." As a college text, it offers at the end of each chapter a summary of key points and questions for further study. As a book for less formal reading, *Influence* remains interesting through its examples and analogies drawn from common experience. 234 pp., references, index. \$9.95. **Scott Foresman**, College Division, 1900 East Lake Avenue, Glenview, IL 60025.

Throw Away Your Pencil: Writing More Effectively with a Word Processor

—Eric D. Brown

This is not a training manual for using the word processor. Brown assumes that you know the basic commands for text management, but feels that the availability of the word processor is a boon for those who need to communicate data in the business world. The design of the word processor streamlines the writing process so that you can write better letters, memos and reports. *Throw Away Your Pencil* aims to show us that this new tool is much more than a transcription device and lightning-quick typewriter. The word processor, because of the ease with which it can alter copy, places a greater burden on writers to watch for mistakes more carefully and improve their prose.

Brown has parsed the writing process so that the majority of work can be done, not in the actual writing or rewriting stages, but in the three phases of "prewriting." To communicate effectively, writers must analyze their data to see that it sufficiently carries the weight of the argument, understand the purpose of their letter or memo (Will it say what you want it to say?) and plan the sequence of the material. By introducing into business writing the idea of templates, Brown encourages the reader to follow

proven patterns in creating business documents. These lessons in the elements of composition are supported by numerous examples and carefully worded instructions. 132 pp., index. \$14.95. **Reston Publishing Co.**, 11480 Sunset Hills Road, Reston, VA 22090.

From Burnout to Balance: A Workbook for Peak Performance and Self-Renewal

—Dennis T. Jaffe & Cynthia D. Scott

We no longer expect the stagecoach to meet the demands of transportation, so why do we expect the human body easily to handle modern day workplace stress? According to Jaffe and Scott, the body was not designed for such an environment, and that's the reason why so many working people experience some symptoms of burnout, that "generalized depletion of energy, lack of involvement and inability to function well and achieve satisfaction." Originally a catalyst for physical change, stress in the modern world becomes a mental burden, since few take the initiative to work off stress physically. When viewed as an invitation to adapt to new challenges, however, stress becomes a situation for growth and not simply an annoyance.

Through this workbook, Jaffe and Scott offer an opportunity to explore ourselves, our work situations and our present responses to stress, in order to effect strategies that will rejuvenate our energies. Because the key to respon-

ding properly to stressful situations is an awareness of self and conscious interest in preservation and adaptation, the workbook offers a number of self-assessment tools. Further, exercises and guidelines are offered to help you decide how you can alter your response, how to look for support groups in the people who surround you, and how to get in touch with your inner structure. The guidelines are offered so that stress can be less threatening and damaging. Jaffe and Scott suggest progressing in small steps, taking one problem at a time, choosing goals and offering yourself rewards. Experiment with positive imagery and "self-talk," yet expect failures and relapses into your old ways.

Finally, the book is not just about reacting to stress in positive ways. It is a method designed to enable the achievement of peak performance, working up to capacity as a result of the creatively answered challenges

posed by stress. *From Burnout to Balance* is written in an inviting format, encouraging you to write in it and make it a tool for growth. And by the way: If you don't think you have the time to devote to yourself because of other pressures in your life, you're just the person who should consider this book. 192 pp., references, resources and index. \$8.95. **McGraw-Hill Book Co.**, 1221 Avenue of the Americas, New York, NY 10020.

The Bookshelf column is prepared by George F. Kimmerling. Send inquiries and books for consideration to Books Editor: ASTD, 1630 Duke St., Box 1443, Alexandria, VA 22313.

Guest Review

Designing and Developing Business Communications Programs That Work—Judson Smith & Janice Orr

The authors have put together a step-by-step guide to developing business communication programs. It is a concise, readable and well-thought-out, practical book that could be readily used by trainers who have little or no experience in this area.

Smith and Orr recognize that their readers (presumably this includes even trainers) have common sense and that it is not necessary to reinvent the wheel or rely solely on experts. What the authors do is provide a frame of reference, cogent examples and practical insights so that readers can learn when they need professional help and when they can develop programs by

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themselves. More importantly, the book provides a way of evaluating professional assistance.

The text is divided into three parts and is comprised of eleven chapters. Each part provides an overview of the chapters in that section and, more importantly, offers a rationale for their considerations.

The first section reviews the essential elements of preproduction. Of considerable value is the first chapter, which gives the novice an overview of the business communication process. In the following three chapters, the authors lead us through front-end analysis and selecting the correct medium, and present a wonderful, fundamental chapter on business writing concepts. The latter chapter discusses, among other topics, what makes "good" writing and the use of the computer as a business communications tool.

Part two focuses on production techniques and discusses roles and priorities. The chapters treat developing print programs, soundtracks, visuals, and interactive and computer-aided programs. While it may seem nitty-gritty, the section has been developed so that the lay reader can understand what is involved and can learn by doing.

Part three provides case studies and a perspective on postproduction considerations. In the introduction to this section, the authors strike home with their discussion of situation and needs analyses: needs analysis' role in defining an objective, the role of situational analysis in developing a plan, execution analysis to ensure effectiveness and why good people sometimes produce bad programs.

The chapters in this section provide realistic case studies, techniques (including imitation) for producing specific types of programs, and suggestions for packaging, storing, distributing and presenting the finished programs.

In this book, each chapter has a final summary. It reflects the attainment of the objectives that have been discussed at the beginning of the chapter.

The book is of value from a number of perspectives. For those of us in

training, it provides a clear-cut, easy-to-understand, yet technically correct overview of the nuts and bolts of designing and developing effective business communication programs. The neat thing is that the authors provide these in the framework of the completed products' aims and objectives.

From another perspective, the

authors have provided us with a guide that can help us to determine what we need in a communication program, how to plan it, and how to make it succeed. From my perspective this is a *must* book for trainers, training departments and corporate libraries. 289 pp., index. \$21.95. **Scott, Foresman & Co.**, 1900 East Lake Avenue, Glenview, IL 60025.

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Briefly Noted

This Was Corporate America—*Chauncey Hare*

The book is a photo essay, a combination of powerful photographs and profound prose. It is a moving, at times depressing work. And yet it is a book of hope, of change, of options for a new age. It is dedicated to those who are awakening to their own inner-authority.

This story of one man's odyssey in the corporate world provides mirrored insights that cause the reader to reflect and perhaps rethink some of the values that we may hold. The book works, both intellectually and viscerally, on several levels. It deals with the multi-layered interfaces between the individual and the corporation, the personal and the social and between vi-

sions of reality. That change within institutions can and must come from us, is an overpowering message that emanates from this work.

Chauncey Hare has produced an evocative book that is challenging, yet caring. It is a powerful book for both trainers and managers: 94 pp., \$15.00. **Institute of Contemporary Art, Boston.**

Guest reviewer, David C. Wigglesworth, is president of D.C.W. Research Associates International, Foster City, Calif.

The views expressed are those of the reviewer and should not be construed as representative of ASTD.



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