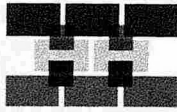


Geary A. Rummler and Alan P. Brache

IMPROVING PERFORMANCE
How to Manage the White Space on the Organization Chart



A Different Perspective

Improving Performance: How To Manage the White Space on the Organization Chart, by Geary A. Rummler and Alan P. Brache.

Improving Performance offers a practical formula for coordinating and managing departmental performance improvement efforts through the restructuring of the typical corporate organizational chart.

Geary Rummler and Alan Brache contend that the traditional, vertical organization chart does not encourage the departmental interrelationships necessary to provide the efficient, continuous improvement efforts companies need to sustain their competitive edge in the global economy. However, different results can be achieved when a horizontal, or systems, view of an organization is perceived.

Improving Performance clearly describes what the systems view of an organization is, how it can be structured, and how it can create a work environment that leads to better performance.

Part One analyzes how the traditional, or vertical, view stunts the efficiency of total corporate improvement efforts by leaving too much "white space" between individual departmental efforts. This "white space" fosters unorganized, fragmented efforts that tend to overlap or even cancel out those efforts of other departments. Through the systems view of an organization, the authors explore three avenues of approach for dealing with performance.

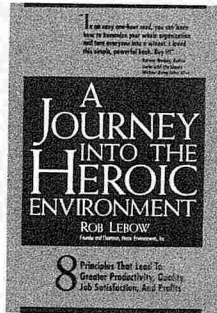
Part Two outlines the three levels of performance and relates each to the three critical performance variables that must be measured and

managed for the systems framework to succeed.

A case study is used in Part Three to illustrate the step-by-step process needed to apply the three levels of performance to corporate strategy to achieve the desired performance results.

The authors are partners in the Rummler-Brache Group, a research and consulting firm specializing in the design and development of organization and performance systems for business and governmental organizations in the United States and abroad.

Improving Performance: How To Manage the White Space on the Organization Chart. 227 pp. San Francisco, CA: **Jossey-Bass**, 415/433-1767. This book is available through ASTD Press. Order Code: RUIP. \$23 for ASTD national members; \$25 for nonmembers. **Circle 180 on reader service card.**



Corporate Heroism

A Journey Into the Heroic Environment: 8 Principles That Lead to Greater Productivity, Quality, Job Satisfaction, and Profits, by Rob Lebow.

The 16-hour train ride back home was to be therapeutic for both John and Kip. John's job interview had gone well, but was the position really what he wanted? Would it bring back his enthusiasm or provide the job satisfaction he could not achieve in his current position? He longed to know the secrets to finding the ideal job.

After the initial idle conversation with his fellow passenger, Kip senses that John is distracted. With a little probing, Kip begins to understand the situation and offer his advice.

A Journey Into the Heroic Environment presents the eight basic principles that Kip explains can produce a more positive, stimulating corporate environment.

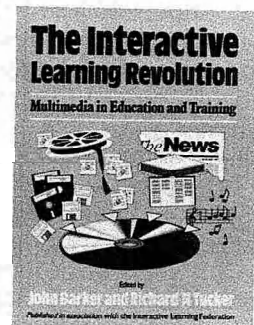
As the two men's conversation continues, Kip relates how these eight principles, combined with the correct management style, can enhance the work environment to promote creativity as well as offer opportunities for employees to become company heroes.

The story concludes when John ends his journey with a renewed sense of self-worth, and job enthusiasm, and an understanding of how he can better manage his employees by encouraging job fulfillment and promoting employee involvement and self-management.

Rob Lebow is founder and CEO of Heroic Environments Inc., a Seattle-based training company. He is known for his research into the area of human productivity and satisfaction in the American workplace.

A Journey Into the Heroic Environment: 8 Principles That Lead to Greater Productivity, Quality, Job Satisfaction, and Profits. 134 pp. Rocklin, CA: **Prima Publishing & Communications**, 916/624-5718, \$16.95.

Circle 181 on reader service card.



Mediamania

The Interactive Learning Revolution: Multimedia in Education and Training, edited by John Barker and Richard N. Tucker.

Tracing the uses of both print and video media in education over the past several decades, *The Interactive Learning Revolution* dispels many of the myths surrounding their capabilities, while

providing insights into how multimedia can be used most effectively in future training and education.

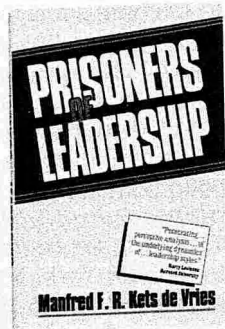
Based on the presentations of 30-plus speakers at the Interactive Learning Federation conference held in 1989 in Glasgow, Scotland, this book defines the terms interactive text and interactive video and describes the past and current applications of each. It then defines the current trends in the design and applications of various software tools and describes how they can be used to promote interactive learning in education, specifically training.

Finally, the future of multimedia technologies and their relationships to interactive learning are presented, highlighting how various methodologies can be used to enhance educational and training practices.

John Barker is chairman of the Interactive Learning Federation and editor of *Inside IT*, a British newsletter that analyzes the interactive technology scene. Richard N. Tucker is an educational technologist and writer based in Holland. He headed the interactivity conference held in 1988 in The Hague.

The Interactive Learning Revolution: Multimedia in Education and Training. 177 pp. New York, NY: Nichols Publishing, 201/238-4880, \$32.50.

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Tickets to the Internal Psychic Theater

Prisoners of Leadership, by Manfred F.R. Kets de Vries.

Is there a recipe for successful corporate leadership? In *Prisoners of Leadership*, Manfred Kets de Vries analyzes the qualities that can make or break a corporate leader. Kets de

Vries psychoanalytically examines the motives and responses of both corporate successes and failures, with an emphasis on the corporate leader's "internal psychic theater." Kets de Vries asserts that among the most important qualities for a successful leader is the ability to handle external "regressive forces."

"Perhaps the greatest strength leaders can have to help them deal with these regressive forces is the ability not only to act but also to reflect on their actions. If leaders are unable to step back and examine the consequences of their behavior, regressive forces may come to the fore, the hazards of a specific leadership style may become too pronounced, or leaders may create closed communities, losing touch with reality.

"Many of these regressive forces can be brought to bear simultaneously. Leaders who do not recognize them and are unable to withstand them are the ones who cannot manage. Such leaders are swept away by paranoia and depression, the real banes of leadership.

"We should not forget that these regressive forces are ever present. Leaders should be aware of this and should be able to identify potential signs of trouble and take preventive action. They should not forget that the ability to change fantasy into reality, given their power, is like a siren's call and may cause a metamorphosis as soon as an individual attains a position of leadership. The potential for irrational behavior is dormant in each of us.

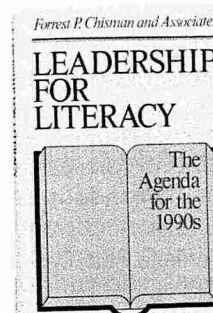
"Fortunately, many leaders have sufficient strength of character and adequate coping abilities to prevent this from happening: they have the inner resources and characteristics to manage the new pressures that leadership brings. Such leaders are willing to test and reevaluate reality and to periodically reappraise their own values, actions, and interpersonal relationships. Successful leaders who have the courage to look at their own blind spots are willing to ask for professional guidance if needed.

"In the end, it is these executives who possess real freedom of choice, acting out of an inner sense

of security instead of being merely impulse-driven. Self-examination enhances a person's identity, strengthens reality testing, fosters adaptation to change, and limits susceptibility to controlling influences. Because these qualities form the basis for mature working relationships, mutual reality-oriented problem solving, and a healthy organizational culture, self-examination can deter regression in organizational leadership."

Prisoners of Leadership. 246 pp. New York, NY: John Wiley & Sons, 212/850-6799, \$19.95.

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How To Close the Job/Skills Gap

Leadership for Literacy: The Agenda for the 1990s, by Forrest P. Chisman and Associates.

In *Leadership for Literacy*, Forrest P. Chisman and other experts tackle the overwhelming problem of illiteracy in the United States. Part of the examination focuses on adult illiteracy in the workplace, a problem that contributes to a phenomenon that the authors term the "job/skills gap." This gap is the difference between job demands and employee skills in the lower echelons of the labor market. Chisman offers various approaches to help eradicate the gap and foster adult literacy.

"The most crucial first step is for government and business leaders, employer associations, unions, and civic groups to raise a forceful and informed call to action. The message should be that school reform, second-chance programs, and basic skills instruction alone will not solve the problem. The solution

must include adult, working Americans and instruction in the workforce skills needed for the jobs of today and tomorrow.

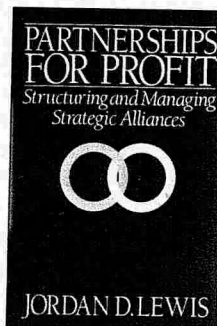
"The federal government should move quickly to promote success stories through large-scale demonstrations and to model workforce literacy programs for civilian government employees. It should make these investments in the larger context of its other efforts to strengthen the literacy field as a whole. Extended eligibility for the second-chance programs is another step that should be taken without delay. And meanwhile, more states and localities must make workforce literacy an integral part of both their education and economic development agendas.

"It is on the shoulders of employers, employees, and their unions, however, that workforce literacy will be carried. As consumers, these parties set the demand for the educational product, and they are the ones that must be satisfied by the goals, means, and ends of the instruction.

"Employers must be willing to commit resources to lifelong learning for their employees and be prepared to invest in the purchase or development of contextual, portable skills learning systems that can meet the long-term needs for better basic skills in the workforce that they and their employees share. And they must give employees the released time they need to take advantage of the instruction. At the same time employers and unions must keep a sharp eye out for potential partnerships with both public and private providers, so that the development of workforce literacy products can proceed efficiently and cost-effectively.

"Much of the burden of meeting employers' and employees' needs rests with the public literacy providers and private vendors of instructional materials. Both groups should devote more energy to realizing the opportunity and promise posed by workforce literacy and to defining, developing, and marketing vigorously services to reach the neglected half of the adult literacy population."

Leadership for Literacy: The Agenda for the 1990s. 277 pp. San Francisco, CA: **Jossey-Bass Publishers**, 415/433-1767, \$24.95.
Circle 184 on reader service card.



When Two Firms Are Better Than One

Partnerships for Profit: Structuring and Managing Strategic Alliances, by Jordan D. Lewis.

Strategic alliances, in which two or more firms combine their resources to achieve a common end, are becoming increasingly prevalent in the business world. *Partnerships for Profit* provides a comprehensive examination of the methods used by some of the most successful strategic alliances, including those involving Apple Computer, British Aerospace, Fuji-Xerox, Sony, Thorn-EMI, and Volkswagen. Jordan D. Lewis examines the nuances of working with companies from different cultures and protecting your own trade secrets while sharing information.

"Clearly, how well firms work together determines the success of an alliance. It can be extremely risky to leave this to chance. Every company has its own way of working, its own priorities. An effective alliance requires a smooth interface between partners and a relationship of trust and understanding which confirms their importance to each other.

"The set of connections between firms (or to a joint venture) should be complete. Take into account the resources, the levels and kinds of issues to be involved, geographic separation, and decisions to be made. An effective bridge between partners comprises people from each firm who represent their sep-

arate units and personally furnish strengths important to the alliance.

"This principle applies to all kinds of close ties between firms. Companies having successful alliances with distributors, for instance, usually have the most competent and best-trained field sales forces in their industries. By involving high-quality people, these firms help distributors do their best.

"For complex programs, geography gets in the way of easy coordination. Having local representatives can keep things on track. When staffing a coordination unit, look for people who can be effective in the other culture. They must also have good contacts in your firm. Someone who has been overseas for a long time may have lost his or her credibility at home and may lack the personal ties needed for easy access.

"Whether you cooperate informally or have a contractual alliance, minority investment, or joint venture, each firm should give one person the authority and accountability for the alliance. Together, these people lead their respective teams and recognize each other as appropriate contacts for resolving difficult issues.

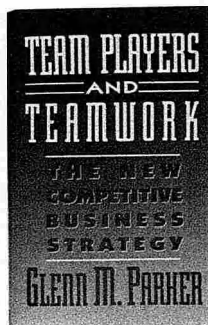
"With a shared vision, the strengths to achieve it, easy contacts with each other, and needed authority, the people who come together at the interface have the potential to become a real team, in which the initial sharp line dividing them is blurred. This offers great power and creative energy; it gives firms uninhibited access to each other's abilities within the scope of their alliance."

Partnerships for Profit: Structuring and Managing Strategic Alliances. 336 pp. New York, NY: **The Free Press**, 800/323-7445, \$27.95.
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The Care and Feeding of Healthy Teams

Team Players and Teamwork: The New Competitive Business Strategy, by Glenn M. Parker.

Team building in the workplace is a vital facet of a successful organization. *Team Players and Teamwork*



charts the development of teams and breaks them down into their individual components. The qualities necessary to be a successful team player are presented. Glenn M. Parker offers insight into the following problems that can lead to the development of ineffective teams.

"You cannot easily describe the team's mission. Describing the mission is especially important in the early stages of a team's history. However, it also may be a problem when the team has been together for many years and has lost its focus.

"The meetings are formal, stuffy, or tense. People do not do their best work in an uncomfortable atmosphere. Be wary if things do not relax after a reasonable period of time. And, you might ask yourself whether anyone on the team is making an effort to develop an informal climate.

"There is a great deal of participation but little accomplishment. If you are a member of a team that has a high level of involvement, ask yourself whether you are satisfied with the amount of tangible output or progress toward your goals in the last three weeks.

"There is talk but not much communication. Many teams are composed of very talented people who enjoy talking but do not listen to the contributions of others. Listening is the key to effective planning, problem solving, conflict resolution, and decision making.

"Disagreements are aired in private conversations after the meeting. Healthy teams have open discussions of professional differences. Are you aware of important differences among team members that are not being openly addressed?

"Decisions tend to be made by the formal leader with little mean-

ingful involvement of other team members. There is a greater use today of meetings, surveys, and other methods to obtain team-member involvement in decision making. However, the real test is whether important team discussions and everyone's ideas are seriously considered in an effort to reach a true consensus.

"There is confusion or disagreement about roles or work assignments. Conflicts usually surface as interpersonal, emotional issues. Role conflicts are difficult to see. It may require you to sit down with the other team members and ask whether all members think and act as if it is 'our' team.

"The team has been in existence for at least three months and has never assessed its functioning. Periodically, teams need to assess progress toward goals and to evaluate team process."

Team Players and Teamwork: The New Competitive Business Strategy. 200 pp. San Francisco, CA: **Jossey-Bass Publishers,** 415/433-1767, \$20.95.
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Leading the Drive for Excellence

The Transformational Leader, by Noel M. Tichy and Mary Anne Devanna.

In 1986 Noel M. Tichy and Mary Anne Devanna's *The Transformational Leader* examined the process by which companies implement massive turnarounds in order to survive in the changing competitive marketplace. In this reissue, in paperback for the first time, Tichy and Devanna look back at the companies they identified four years ago to see the results of organizational transformation. They also

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study some firms not included in the 1986 analysis.

"The 1990s promise to be in many ways a more interesting decade than the 1980s for those who prefer to watch competitive battles fought by managers heavily invested in securing the future of their businesses than those fought by dealmakers whose interest and investment in an organization frequently lasts for fewer than six months and who are never required to visit a factory or have a conversation with an employee.

"If we look beyond the scope of the companies we considered in 1986, we find some interesting examples of companies that have made a recovery and that bear watching to see if they can sustain a transformation over time. These include U.S. examples like Motorola and Xerox as well as European giants like Siemens and ASEA & Brown Boveri.

"Their recovery and drive for excellence show their recognition

of the need for total employee involvement and the role that training and development play in achieving results that a decade ago would have been considered unreasonable.

"These organizations see their accomplishments and current goals not as final destinations but as milestones in a process of continuous improvement.

"In reflecting on the last four years, we see the pace of change accelerating at a faster rate than we predicted; as a consequence the window of opportunity that represents the organization's ability not simply to survive but also to prosper continues to narrow. Organizational growth increasingly depends on taking market share from competitors in markets that are not growing, instead of maintaining share in an expanding market. This forces companies to learn to compete instead of looking for pristine marketplaces not yet bloodied by the competitive struggle for ex-

cellence. And increasingly, excellence is the condition not just for dominance but for survival."

The Transformational Leader. 306 pp. New York, NY: **John Wiley & Sons**, 212/850-6799, \$14.95.
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Additional Reading

Keeping Customers for Life, by Joan K. Cannie with Donald Caplin. 288 pp. New York, NY: **AMACOM**, 518/891-1500, \$24.95.

Circle 188 on reader service card.

Managing Change in the 1990s: Strategies for the Operations Manager, by Tom Terez. 136 pp. Charlotte, NC: **Arrow Associates**, 704/552-6935, \$14.95.

Circle 189 on reader service card.

Groups in Context: A New Perspective on Group Dynamics, edited by Jonathon Gillette & Marion McCollom. 368 pp. Reading, MA: **Addison-Wesley**, 617/944-3700, \$24.50.

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Training Video Directory, second edition, by the American Society for Training and Development.

Volume 1: Management, Organization & Career Development Programs, 469 pp. (Order Code TV21).

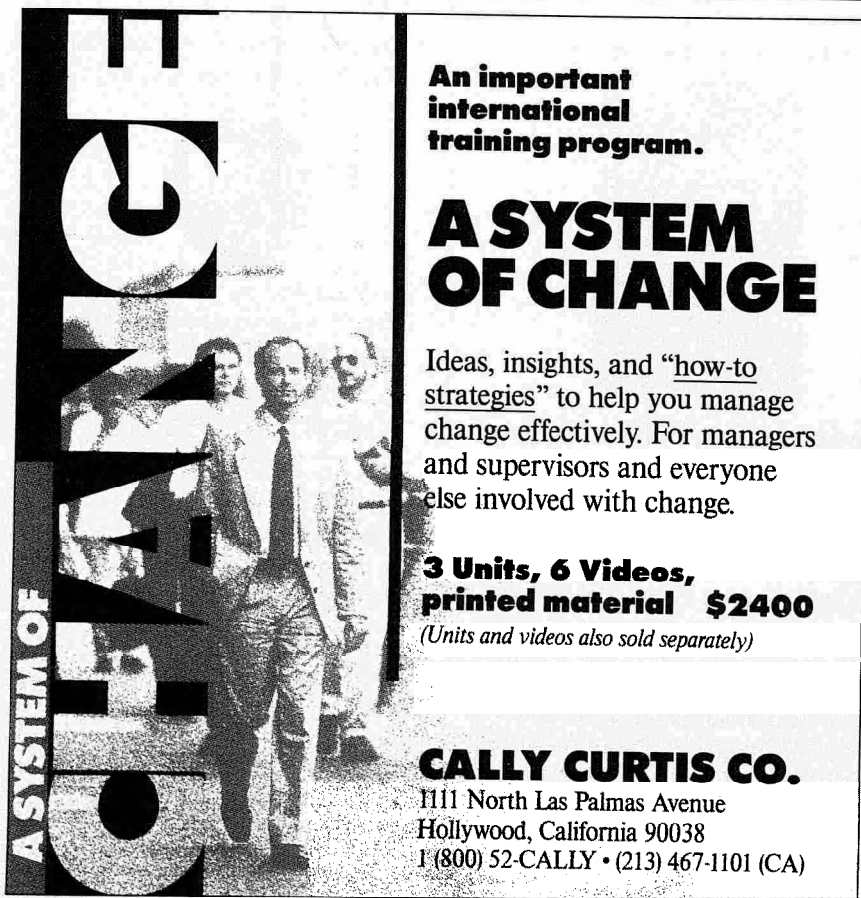
Volume 2: Technical & Skills Training Programs, 328 pp. (Order Code TV22). Baltimore, MD: **ASTD Publishing Service**, 703/683-8129.

\$65 per volume for ASTD national members; \$85 for nonmembers.

The complete set (Order Code TV25) may be purchased for \$115 (members) and \$135 (nonmembers).

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This month's "Books" was written by **Theresa R. Minton and Melissa McDaniel**. Send books for consideration to Books Editor, Training & Development Journal, Box 1443, Alexandria, VA 22313. For books from ASTD Press, send prepaid orders to ASTD Publishing Service, Box 4856, Hampden Station, Baltimore, MD 21211; add \$1.75 per book for shipping and handling. To charge on MasterCard, Visa, or American Express, call 703/683-8129. Please order all other books through the publishers.



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