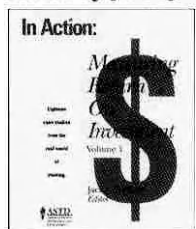


Books

In Action: Measuring Return on Investment

edited by Jack J. Phillips.



Few topics pique the interest of today's HRD professionals like return on investment in HRD. But little information is available on who's measuring it, how they're measuring it, and what results they have achieved. Jack Phillips hopes his latest project can help to fill the void. The first of a series, *In Action: Measuring Return on Investment* presents 18 real-world case studies that explain how to determine the value of HRD programs and show how they contribute to organizational goals.

If Phillips's goal was to offer readers variety, he has succeeded. The selected cases feature manufacturing, service, and governmental organizations. The programs that the organizations have evaluated focus on such topics as training and development, organization development, total quality, performance management, and employee selection.

Phillips also did not restrict his selections to a particular methodology, technique, or process. The organizations have used a wide range of approaches and strategies to evaluate results and convert data to a monetary value so that ROI can be calculated. In almost all the cases, the presentation includes this quantitative analysis.

The formats the organizations use to present their results are as varied as their evaluation methodologies. Some cases are brief and to the point, outlining precisely what happened and what was achieved. Others reveal more details, including how the need for the program was

determined and who was involved.

Phillips is careful not to pass judgment on the effectiveness or appropriateness of any approach. Instead, he includes a series of discussion questions at the end of each case that can help readers dissect the situation and draw their own conclusions.

"It is important to remember that each organization and its program implementation is unique. What works well for one may not work for another, even if they are in similar settings. It is not recommended that an approach or technique necessarily be duplicated. The book does, however, provide an arsenal of tools from which to choose in the evaluation process."

Jack Phillips is a professor on the management faculty at Middle Tennessee State University in Murfreesboro, Tennessee.

In Action: Measuring Return on Investment, edited by Jack J. Phillips. 271 pp. Alexandria, VA: American Society for Training and Development, 703/683-8100. Order code: PHIN. Priority code: FGM. \$35 for ASTD members, \$50 for nonmembers. **Circle 245 on reader service card.**

The Promise of Diversity: Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations

edited by Elsie Y. Cross, Judith H. Katz, Frederick A. Miller, and Edith W. Seashore.



This future-focused business anthology contains insightful articles about complex workplace-diversity issues and change-management challenges by some contemporary leaders in organizational development and diversity training.

This month's books present new perspectives on how we can learn, work, and interact with others in an evolving workplace.

Part 1 presents a thought-provoking review of efforts to address racism, sexism, and other forms of discrimination over the last several decades.

Parts 2 through 6 feature chapters written by organizational leaders, researchers, and practitioners who are working to address issues of oppression and diversity in organizations. Contributors reflect on the challenges and opportunities that organizations face while striving to achieve greater creativity and productivity in an inclusive, respectful environment. Among the topics discussed are the mechanics of prejudice, sexual orientation, and gender role-modeling.

Later chapters provide extensive references that aim to enhance readers' comprehension of the scope of diversity work being done in various fields. For example, part 7 describes the road that the NTL Institute for Applied Behavioral Sciences took toward multiculturalism.

Part 8 presents a brief historical

analysis of major studies conducted on race and gender within organizations. This section also identifies some common concerns that have been noted within organizational behavior, sociological, feminist, and organization development literature. There is also a list of recommended reading and an index at the end of the book.

"To achieve the promise of diversity, we need to hear, understand, and appreciate the voice of individual differences and the voice of social justice. We need to recognize that both voices are not only valid but necessary. Both must be heard and acted upon to bring about an inclusive organizational culture."

Mutual listening, respect, and understanding are required to make a true dialogue possible. And once a dialogue has begun, it becomes possible to partner with each other to create an effective plan for change that includes, values, and taps the differences and similarities of every member and every identity group.

"We hope [this book] provides a positive springboard for us all to see what is possible as we struggle to address what is."

Elsie Cross is president of the OD consulting firm, Elsie Y. Cross Associates, in Philadelphia. Frederick Miller is president and Judith Katz is senior vice-president of the Kaleel Jamison Consulting Group. Edith Seashore is an OD consultant who teaches at Johns Hopkins, American, Georgetown, and George Washington universities.

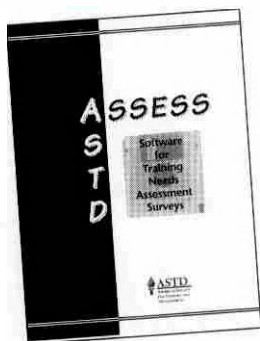
The Promise of Diversity: Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations, edited by Elsie Y. Cross, Judith H. Katz, Frederick A. Miller, and Edith W. Seashore. 367 pp. Burr Ridge, IL: Irwin Professional Publishing and the NTL Institute. This book can be purchased through ASTD Press, 703/683-8100. Order code: CRTP. Priority code: FGM. \$45 for ASTD members, \$50 for non-members.

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Circle No. 223 on Reader Service Card

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Learning To Use What You Already Know

by Stephen A. Stumpf and Joel R. DeLuca.



You know more than you think you do, so why not use all that knowledge to your greatest advantage?

That's the key challenge Stephen Stumpf and Joel DeLuca present to readers in their

book, *Learning To Use What You Already Know*. According to the authors, people can integrate their conscious and unconscious resources to parlay what they know into creative understanding and personal and professional success. Stumpf and DeLuca call this reflective process insight-to-learning and say it can help readers become their own source of lifelong learning.

"*Learning To Use What You Already Know* is about insights. We use the word insight to mean looking inward to make connections among previously unrelated ideas, people, events, or situations—and creating new meaning out of those connections."

To illustrate how insight-to-learning works, the authors have structured the chapters to mirror the learning process. Each begins with an insight that is grounded in common work or life situations and provides context for reflection. Each chapter then summarizes the content with lesson statements and includes a list of questions to stimulate further insights.

For example, in one chapter the authors ask readers to reflect on what occurred during a recent interaction with a colleague, spouse, or child. Next they ask readers to identify specific actions and behaviors within this incident that also occurred in previous interactions. Then they ask readers to think about what lessons the repeat behaviors might convey. Finally, they ask readers what discoveries can be made from the patterns and what can be changed.

"Inspiration from your insights is simple: You have experienced many

intensive work periods and have come to personal understandings of work, life, and social relationships through the process. Ask yourself, 'What insights have I developed from my recent activities, accomplishments, and frustrations?' Several come to mind. We hope to stimulate your thinking about your insights by sharing some of ours."

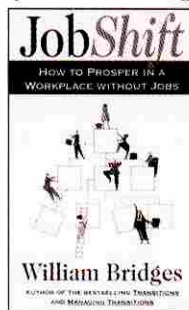
Stephen Stumpf is director of the Center for Leadership and a professor of management in the business college at the University of Tampa in Florida. Joel DeLuca is a consultant and a faculty member in the business school at New York University.

Learning To Use What You Already Know, by Stephen A. Stumpf and Joel R. DeLuca. 180 pp. San Francisco, CA: Berrett-Koehler. This book can be purchased through ASTD Press, 703/683-8100. Order code: STLE. Priority code: FGM. \$18 for ASTD members, \$20 for non-members.

Circle 247 on reader service card.

JobShift: How To Prosper in a Workplace Without Jobs

by William Bridges.



It's no secret that many nine-to-five, salary-with-benefits jobs are disappearing—some for good. But it also is no secret that there's still plenty of work to go around. Ask any overworked survivor of a recent downsizing. The good news, according to *JobShift* author William Bridges, is that the traditional job isn't the only way that people work to make a good living. In fact, he says, it's no longer the best way.

"Jobs are rigid solutions to an elastic problem. [They] are no longer socially adaptive creatures, so they are going the way of the dinosaur. We can rewrite a person's job description occasionally, but not every week! When the work that needs doing changes constantly, we cannot afford the inflexibility that the job brings with it."

This sound like an pitch for starting your own company, but it's

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not—exactly. Bridges explores the economic, social, and technological forces that are putting the job on the endangered-species list, and he describes numerous work arrangements that are replacing the familiar job model developed during the Industrial Revolution. And then he explains what workers, organizations, and society must do to ensure that we all continue to be players in a "de-jobbed world."

The author's futuristic career blueprint calls for individuals to view and market themselves as businesses, with specific services to provide. To do this, he says, workers must develop three characteristics—employability, vendor-mindedness, and resiliency. This requires workers to recognize work that needs to be done, whether for a large organization or for oneself, and determine what expertise they want to offer employers.

Bridges suggests ways to manage a composite career based on your own DATA—desires, abilities, temperament, and assets. He also addresses the importance of taking responsibility to improve and expand your specialties through training and education, in order to increase employability.

Bridges also suggests ways that organizations can structure and run themselves in a post-job environment. For example, managers must adapt to organizing work without a salaried-employee base, organizational charts, and centralized offices. The author then goes on to address

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Additional Reading

Performance Engineering at Work, edited by Peter J. Dean. 290 pp. Barrington, IL: the International Board of Standards for Training, Performance, and Instruction. This book can be purchased through ASTD Press, 703/683-8100. Order code: DEPE. Priority code: FGM. \$37 for ASTD members, \$39 for nonmembers.

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Fourth Generation Management: The New Business Consciousness, by Brian L. Joiner. 289 pp. New York, NY: McGraw-Hill. This book can be purchased through ASTD Press, 703/683-8100. Order code: JOFG. Priority code: FGM. \$23 for ASTD members, \$25 for nonmembers.

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Info-Line: Instructional Systems Development. 258-page anthology. Alexandria, VA: ASTD, 703/683-8100. Order code: ILIS. Priority code: FGM. \$75 for ASTD members, \$100 for nonmembers.

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ASTD Trainer's Toolkit: HRD Marketing Materials, edited by John Wilcox. 195 pp. Alexandria, VA: ASTD, 703/683-8100. Order code: TTHM. Priority code: FGM. \$39 for ASTD members, \$59 for nonmembers.

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The Best of Customer Service Training. 100 pp. Alexandria, VA: ASTD, 703/683-8100. Order code: BOCS. Priority code: FGM. \$19 for ASTD members, \$25 for nonmembers.

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the profound effect that this new type of work structure will have on human resources policies, taxes, benefits, and unions.

So, what does society need to do about de-jobbing? Among Bridges's suggestions for what leaders and public and private bodies need to do to smooth the transition to a de-jobbed society:

- ▶ Abandon the fantasy that jobs can be recovered or re-created as they have in the past.
- ▶ Pay attention to helping people deal with the fact that jobs are disappearing.
- ▶ Eliminate the barriers that workers face when trying to find a job.

"The world beyond jobs has its advantages and its prices. It offers more freedom, more control over one's time, more consistency with personal values, more self-expression, more flexibility, [and] more chance to see the results of one's labors. But it also exposes people to nonstop change. It has all the economic instability of self-employment, and it can magnify self-doubt and disorganized habits.

"Even if you are not innovative-minded, you need to deal with this change, for it is one of those shifts in the socioeconomic environment guaranteed to render obsolete the

people and institutions that deny it. I'd urge you to turn your face toward the future and set forth."

William Bridges is an executive-development consultant who specializes in transition management and is based in Mill Valley, California.

JobShift: How To Prosper in a Workplace Without Jobs, by William Bridges. 257 pp. New York, NY: Addison-Wesley. This book can be purchased through ASTD Press, 703/683-8100. Order code: BRJS. Priority code: FGM. \$20 for ASTD members, \$22 for nonmembers.

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Growing Teams: A Down-to-Earth Approach

by Eugene C. Fetteroll, Glen D. Hoffherr, and John W. Moran.



Growing Teams provides to managers, supervisors, and team leaders some tools and techniques that can be used to help them create and develop effective teams.

The handbook contains 29 exercises that are designed to help teams overcome such barriers to success as inaction,

fear, and poor communication. Each exercise begins with a statement of purpose and an explanation of the process for working through it. The last phase of each exercise—discussion—directs the person leading the exercise with step-by-step guidelines for extracting learning from the assignment.

"Successful teams need to form on solid ground. They need a direct purpose, specific goals, and meaningful ways to measure their purpose and goals. Too often organizations begin teams for 'teaming sake' rather than to improve the organization and consciously begin to change the culture.

"Before an organization adopts teaming as a way of life, the management staff needs to adopt a new attitude and believe that the employees know more about their job functions than [the managers] do.

"Growing teams is an incremental approach to building a foundation for success. Bottom-up teaming will fail. It must be driven, empowered, and led from the top of the organization.

"Throughout the book, we have provided exercises that can help organizations in their culture change journey."

Eugene Fetteroll, Glen Hoffherr, and John Moran are consultants who have worked with numerous manufacturing, service, and high-technology industries on aspects of training, strategic planning, and TQM implementation.

Growing Teams: A Down-to-Earth Approach, by Eugene C. Fetteroll, Glen D. Hoffherr, and John W. Moran. 181 pp. Methuen, MA: Goal/QPC. This book can be purchased through ASTD Press, 703/683-8100. Order code: FEGT. Priority code: FGM. \$25 for ASTD members, \$27 for nonmembers.

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"Books" is compiled and written by Theresa Minton-Eversole. Send books for consideration to Books Editor, Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.