

Power Management

More power to you! This book is about "how to find and use personal position power."

The contemporary behavioral sciences' study of the concept of power has increased our knowledge of and interest in power. The negative traditional view of power as a controlling force has been replaced by a neutral view of power with equal capacity for good or bad consequences. Thus, power is seen as potentially positive.

James H. Brewer, J. Michael Ainsworth and George E. Wynne tell us in the preface of their book, *Power Management*, that all power is limited, and conversely, there is no one who is powerless. The book's key concepts are how to use this power most effectively and how to recognize its limits. The objective of *Power Management* is to help the reader understand and manage his or her power as a positive force for effective and dynamic leadership.

The authors illustrate their program for successful leadership with a power model that is intended to facilitate quick business decisions. The model coordinates three points—position, behavior and personality—and tells at a glance how to deal with a variety of situations and people.

The authors recommend reading the book in sequence to gain the proffered insights into how to use your own power cycle, how to use power motivation techniques, how to make communications more powerful and how to apply the principles outlined in the book. 166 pp. \$8.95, paper and \$15.95, cloth.

Prentice-Hall, Inc., Englewood Cliffs, NJ 07632.

Writing That Means Business: A Manager's Guide

Top executives from *Fortune 500* companies rank communications skill as the most important quality for business leaders—ahead of technical, financial and marketing ability. Poor writing—unclear memos, reports, proposals and letters—wastes time, loses contracts and alienates customers. *Writing That Means Business* offers to show you "how to get your message across with less effort and greater impact."

Author Ellen Roddick begins by telling why good writing skills are essential. The first chapter heading says it: "What You Write Speaks for You—and About You." The author says that clear and persuasive writing is good not only for the organization; it is also good for the writer. For most people in offices, what they have written is their only evidence of having done anything.

Included in Roddick's book are guidelines for writing crisp letters and memos, with suggestions on form and winning reader support; formulas for the seven most familiar kinds of letters, including sales letters, complaint letters and rejection letters; a listing of the four basic kinds of reports, as well as tips on how to present information so that the reader will follow the train of thought; how to use logic and repetition to make important points convincingly; tips on how to organize a piece of writing; an explanation of the eight parts of speech and a listing of the most common grammatical errors. Finally, Roddick includes advice on how to overcome writer's block and a list of supplementary reference books. 120 pp. \$10.53. Macmillan Publishing Company, 866 Third Avenue, New York, NY 10022.

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The Technical Manager's Survival Book

Melvin Silverman, author of *The Technical Manager's Survival Book*, believes that managers of technical operations—engineering design teams, new product development teams, quality assurance teams or any specialized team of highly skilled professionals—are among the more influential managers in any organization. He also believes that these technical managers often are poorly equipped to handle that influence because their training provides insufficient background on the complex human interactions within organizations.

Leader-managers, directors of the technical workers who design and develop innovative products, are responsible for the technical achievements that ensure organizational good health. *The Technical Manager's Survival Book* is about the power of these managers to make decisions, and the control this power gains for them. It is intended to help managers optimize this inherent power.

This book offers tools and methods for planning and beginning a personal management system. It describes a management system, including guidance in situational management, said to allow for the flexibility and creative management needed in rapidly changing and complex technical organizations.

Each of the book's three parts follows the same sequence: an explanation of existing theory and practice; detailed analysis of the best tools and prescriptions to use on the job; and synthesis of important concepts that can be tailored to individual situations. Part one develops backgrounds, explanations and a general model into its major components—people, structures and technology—and shows how to modify and use these components. Part three deals with the special problems of communication and leadership in technical organizations and shows how to respond to the changing requirements of leadership. 368 pp. \$29.95. McGraw-Hill Training Systems, 4th Floor, 1221 Avenue of the Americas, New York, NY 10020.

Office Automation: A Management Approach

Not merely a book about computers or data processing in the office, *Office Automation: A Management Approach* by Kathleen P. Wagoner and Mary M. Ruprecht, strives to explain how all technologies can be combined to improve the work done in the traditional office. Divided into five parts, the text examines the history of office automation, current technology and career opportunities; the main issues of office automation (including ergonomics); major management considerations and strategies for implementing the integrated electronic office; and the future of office automation.

One chapter is devoted to training; its purpose and objectives, management's role, types of training, content and topics, methods, tools and aids, design, evaluation, following-up and benefits. An appendix lists the profes-

sional associations and publications relevant to office automation personnel. 680 pp. \$25.95. **John Wiley & Sons, Inc.**, One Wiley Drive, Somerset, NJ 08873.

(Note: The first nine conceptual chapters and part five of the above have been issued under separate cover as *Office Automation: Technology and Concepts*. 338 pp. \$18.95. **John Wiley & Sons, Inc.**)

The Politics of Management Consulting

The management consulting business has flourished in recent years as more companies go to outside experts for guidance in times of rapid technological and political change. In *The Politics of Management Consulting*,

author Gerald L. Moore studies the positive and negative effects of such intervention and presents a case study to test his main hypothesis: that management consultants "may or may not solve specific problems perceived by executives (who bring them in) and may aggravate other problems in the organization or produce new ones."

"In some cases," he says, "the problems they create may be more serious than those they were employed to solve."

Part one gives an overview and theoretical framework for studying the effects of management consulting; part two is a case study detailing one company's use of five management consultants. In part three, Moore summarizes his findings and draws conclusions on whether or not the management consultants actually improved organization performance. 163 pp. \$26.95. **Praeger**, 521 Fifth Avenue, New York, NY 10175.



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