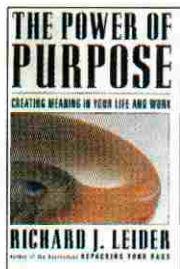


THE POWER OF PURPOSE: CREATING MEANING IN YOUR LIFE AND WORK

BY RICHARD J. LEIDER



Leider—the author of *Repacking Your Bags* and founding partner of The Venture Group, based in Minneapolis—says that when it comes to work, the words *purpose* and *calling* aren't reserved for a privileged, gifted few. Believing that we all have an ability to do the work we were made for, Leider wrote *The Power of Purpose* to help people discover their unique calling.

Leider applies a practical, yet almost spiritual, approach to work and integrating it into the whole of your life.

The book begins with an introduction containing a simple, straightforward definition: “*Purpose*. Your aim. Your reason for being. Your reason for getting up in the morning. Every one of us needs a reason to get up in the morning.”

Leider goes on to say that the book is about that reason. He firmly states that each of us has a purpose in life and a natural reason for being. Leider developed the book by interviewing people over age 65 on their reflections about their work and lives. He combined that with his field studies in adult development and psychological counseling. Specifically, he asked older adults the question: “If you could live your life over again, what would you do differently?”

BELIEVING THAT WE ALL HAVE AN ABILITY TO DO THE WORK WE WERE MADE FOR, LEIDER WROTE *THE POWER OF PURPOSE* TO HELP PEOPLE DISCOVER THEIR UNIQUE CALLING.

Three themes emerged. The older adults said consistently that they would be more reflective, be more courageous, and be clear earlier in life about purpose. That convinced Leider about the importance of purpose and how the need for it is an inherent part of us all.

Part 1 of the book addresses the essence of purpose and asks readers to examine whether they have missed their calling. In Part 2, Leider discusses what he calls the Rustout Syndrome and the Purpose Spiral. He also offers a worksheet, An Aliveness Questionnaire. Part 3 shows how to determine your true calling and find “daily meaning in your daily bread.” It contains a Working on Purpose Questionnaire. In Part 4, Leider gets to the heart of the matter—your own path to the discovery of your gifts, what moves you, and the joys of solitude.

Each chapter opens with an inspiring quote from a businessperson, writer, or leader—people from all walks of life, including George Bernard Shaw, Martin Luther King Jr., Isak Dinesen, and Studs Terkel. The appendix has A Purpose of Discovery Guide with group exercises.

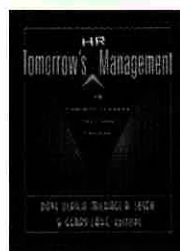
Bottom line: This is a book for anyone who has ever asked, “Who am I and what was I meant to do?”

The Power of Purpose: Creating Meaning in Your Life and Work, by Richard J. Leider. 162 pp. San Francisco: Berrett-Koehler, 415.288.0260, US\$20.

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TOMORROW'S HR MANAGEMENT

BY DAVE ULRICH, MICHAEL LOSEY, AND GERRY LAKE



This collection of 37 essays by 48 HRD consultants, executives, and scholars looks at the future of the profession and provides insight into the issues that will be critical

in the near future.

The writers were chosen from three groups: academics who study and write about HRD issues, consultants who offer advice and counsel on an array of HRD issues, and HRD professionals who practice in leading companies. Each writer was asked to contribute an original 10-page essay on the “future of HR.”

Tomorrow's HR Management is divided into these sections:

Manage human resources like a business.

HR departments must become more business-focused. That means they must have clear outcomes to deliver in their organizations and that clear theories and foci must guide their actions.

Play new roles. HRD professionals will have many new roles to play in their organizations and the competitive environment of the future. The book describes many ways of thinking about and performing such roles.

Respect history, create a future. HR functions need to change and have changed...or have they? Rather than live for an uncertain future, HR work must be grounded in its past.

Build an infrastructure. The HR infrastructure focuses on how the HR function itself is governed. It deals with such issues as measurement of HRD practices, HRD competencies, and the changing role of HRD leaders.

Remember the *human* in human resource. Under the label of intellectual or human capital, HRD professionals have to keep focusing their attention on the human side of business.

Go global. Many technological advances in information, travel, media, and other parts of our lives have made a large world smaller. Changes in one country are quickly understood and adapted throughout the world.

Each section of the book prescribes a strategic goal designed to increase HR's efficiency, adaptability, and productivity. For example, in the first section, the essays deal with such issues as HR products and services and how HR should be organized to ensure that strategies are executed.

Kenneth Alvares's essay, “The Business of Human Resources,” looks at the changing role of the HRD function. It can no longer be a

partner to business, according to Alvares, but must become a business in and of itself. The shift is due, in part, to today's highly competitive business environment—an environment in which human resource operations are usually the first to feel the burden of budget cuts and downsizing.

Alvares says that HRD must look for other ways to leverage its resources, including becoming instrumental in the delivery and development of human capital. At Sun Microsystems, for example, HR is critical to ensuring continued growth.

Says Alvares: "Because Sun faces strong global competition for human capital, its human resource function must allow swift, cost-effective responses to the enterprise's business needs throughout the world.

"The first steps taken by Sun HR toward becoming a more strategic business-oriented function were somewhat reactive, but they got people's attention: The function was re-

A LIBRARY MUST-HAVE

The Ultimate Business Library: 50 Books that Shaped Management Thinking, edited by Stuart Grainer.

Dubbed a *Cliffs Notes* for business success, this book provides a fast, information-filled overview of 50 books that have changed the business world. It's a must for any serious business library.

The collection includes summaries of such books as *Reengineering the Corporation* by Michael Hammer and James Champy, *In Search of Excellence* by Tom Peters and Robert Waterman, *Competitive Strategy* by Michael Porter, *The Practice of Management* by Peter F. Drucker, and *Leaders* by Warren Bennis and Burt Nanus.

In addition to the top 50, the *Ultimate Business Library* also contains mini descriptions of 50 runners-up, including books by Shoshana Zuboff, Charles Babbage, Charles Handy, and Rosabeth Moss Kanter. 324 pp. New York: Amacom, 212.903.8315, US\$24.95.

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HOT TRAINING BOOKS ON THE NET

Here are some of the most popular training books from Amazon.com, <http://www.amazon.com>.

▶ *The ASTD Training and Performance Yearbook*, by James W. Cortada and John A. Woods (1997)

▶ *The Complete Games Trainers Play, Vol. 2*, by John Newstrom et al. (1997)

▶ *The Creative Trainer: Holistic Facilitation Skills for Accelerated Learning*, by Michael Lawlor (1997)

▶ *Employees, Careers, and Job Creation: Developing Growth-Oriented Human Resource Strategies and Programs*, edited by Manuel London (1995)

▶ *Handbook of Management Training Activities: 50 One-Hour Designs*, by Dennis Kinlaw (1997)

▶ *How to Manage Training: A Guide to Design and Delivery for*

structured, and the number of HR personnel was reduced by a third."

Other changes at Sun HR included new technologies, such as network centers and distributed applications. Vision and mission statements articulating HR's direction in relation to Sun's business strategy were also established.

In the last chapter, "Human Resources of the Future: Conclusions and Observations," Ulrich summarizes the themes that flow through *Tomorrow's HR Management*:

- ▶ HR is under scrutiny, and this scrutiny is a good thing.
- ▶ HR as we have known it needs to change.
- ▶ Changing HR will represent important challenges and will require new competencies.
- ▶ If HR does not meet the challenge of change, it is at risk of being disbanded.

Ulrich also describes the future role and focus of HRD, the way HRD work will be done, and emerging HRD practices—including creating

The screenshot shows the Amazon.com homepage with a banner for '25 million titles' and a list of books. The books listed include 'The ASTD Training and Performance Yearbook', 'The Complete Games Trainers Play, Vol. 2', 'The Creative Trainer: Holistic Facilitation Skills for Accelerated Learning', 'Employees, Careers, and Job Creation', 'Handbook of Management Training Activities', and 'How to Manage Training: A Guide to Design and Delivery for'.

High Performance, by Carolyn D. Nilson (1997)

▶ *The Instant Trainer: A Crash Course on How to Teach Others What You Know*, by C. Leslie Charles and Chris Clarke-Epstein (1997)

▶ *Presenting and Training With Magic: 50 Simple Magic Tricks You Can Use to Energize Any Audience*, by Ed Rose (1997)

organizational capabilities, enhancing knowledge transfer, and leveraging technology.

Ulrich ends this engaging compendium of essays with two final questions to readers: Do you want to play in this always-changing and, at times, unclear future? Are you having fun yet?

Bottom line: A thoughtful collection of essays that illuminate the profession and explore the changing roles of HRD professionals and trainers.

Tomorrow's HR Management, edited by Dave Ulrich, Michael R. Losey, and Gerry Lake. 386 pp. New York: John Wiley & Sons, 212.850.6144, US\$35.

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