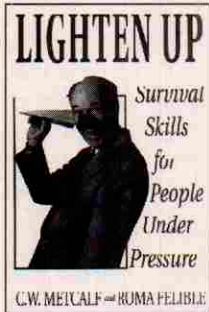


Books

Lighten Up: Survival Skills for People Under Pressure

by C.W. Metcalf and Roma Felible.



The first 50 pages of this book leave you begging for a good laugh, but from then on you'll get one after the other in C.W. Metcalf and Roma Felible's book about humor, which is appropriately titled,

Lighten Up: Survival Skills for People Under Pressure.

According to the authors, humor comes from the Latin root word *umor*, which means fluid, like water. "Humor, then, is a set of survival skills that relieve tension, keeping us fluid and flexible, instead of allowing us to become rigid and breakable in the face of relentless change."

But many people seem to have lost their sense of humor, and that can be very detrimental to their health and overall effectiveness, the authors say. The remedy: Learn three humor skills that can enhance creativity and increase flexibility.

The skills to help us lighten up:

- ▶ the ability to see the absurdity in difficult situations
- ▶ the ability to take yourself lightly while taking your work seriously
- ▶ the ability to develop a disciplined sense of joy in being alive.

How can you develop these skills and use them to enrich your everyday life? After all, isn't a sense of humor inherited? You either have it or you don't?

Not so, say the authors. Citing examples of people who've weathered devastating situations by maintaining their sense of humor, Metcalf and Felible explain the physiological and psychological benefits of humor

and describe a technique for developing humor skills through exercises called "humaerobics."

"Think of [humaerobics] as a sort of Outward Bound training program for the terminally serious. In Outward Bound you climb mountains, cross rope bridges, and trek through the wilderness. You survive the experience with more self-confidence, a decreased fear of challenge, and a greater sense of teamwork. With humaerobics you make silly noises, peculiar gestures, goofy faces, and somehow survive, too. These ridiculous exercises allow you to take physical risks with the way you look and learn to play a bit."

So read the book and practice one of the humaerobics while you do: Grin, squint, raise your frontalis, and tighten your platysma (OK, they're parts of the face and head). In other words—LAUGH!

C.W. Metcalf and Roma Felible are partners in the consulting firm, C.W. Metcalf and Company.

Lighten Up: Survival Skills for People Under Pressure, by C.W. Metcalf and Roma Felible. 290 pp. Reading, MA: Addison-Wesley. This book can be purchased through ASTD Press, 703/683-8100. Order Code: MELU. \$9 for ASTD members, \$10 for nonmembers.

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Organizing for the Future: The New Logic for Managing Complex Organizations

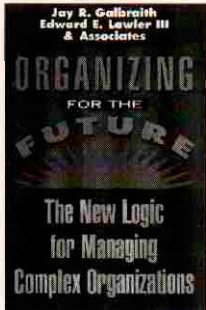
by Jay R. Galbraith, Edward E. Lawler, and associates.

The themes discussed in this book aren't new. Yes, organizational structures and managerial styles of U.S. businesses need to change if they are to compete better in the future.

Ten years of research on organizational design at the University of

This month's books address the human aspects of change. Plus, here's your chance to sound off about ethics.

Southern California's Center for Effective Organizations have helped these authors identify new approaches to managing complex organizations. *Organizing for the Future*



incorporates the authors' synopsis of their work and describes how organizations can better manage themselves in flatter, team-oriented structures.

Specifically, the authors describe how new organizational forms such as managerial teams, distributed staffs, and virtual networks can create high levels of employee involvement. They also describe how human resource functions and other departments can be redesigned and strategically positioned to help move information, power, and rewards systems downward to improve performance.

Ordering Information

For more information on any book listed in this column, circle the corresponding number on the reader service card and drop the card in the mail.

If you'd like to telephone a publisher, see the phone numbers listed here and on the reader service page. And please be sure to say that you read about the book in *Training & Development!*

To order books that are available from ASTD Press, please call 703/683-8100. Order all other books through the publishers.

"No organizational structure is right for all organizations. There is little doubt that these are good themes for most organizations to pursue. However, how they work themselves out in terms of particular structures and practices must be thought about in terms of contin-

gency and self-design.

"Organizations must also adapt a learning or self-design approach to the implementation of particular practices and structures. The process of experimenting, assessing, and perfecting is clearly the right one to use. The future is likely to belong to those organizations that never stop asking, 'How can we better organize and manage ourselves?'"

Jay Galbraith and Edward Lawler are professors of management and organization at the University of Southern California's business school. Lawler also is the founder of the Center for Effective Organizations at the University of Southern California, and Galbraith is a senior research scientist there. Contributors Susan G. Cohen, Gerald E. Ledford, Morgan W. McCall, Allan M. Mohrman, and Susan A. Mohrman are also affiliated with the center.

Organizing for the Future: The New Logic for Managing Complex Organizations, by Jay R. Galbraith, Edward E. Lawler, and associates. 312 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8100. Order code: GAOF. \$28 for ASTD members, \$30 for nonmembers.

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B O O K B I T E S

Should Firms Regulate Employee Ethics?

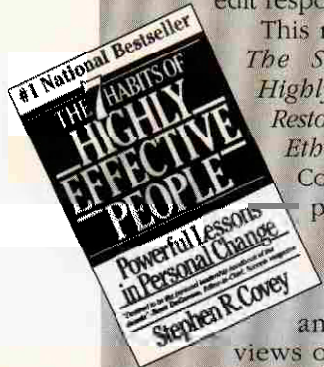
Each month, "BookBites" features a popular business book, along with a question for readers to respond to by fax or by mail in 50 words or less. *Training & Development* will publish as many of the collected responses as possible in future "Books" columns. (We may edit responses for space.)

Your views: _____

This month's feature is *The Seven Habits of Highly Effective People: Restoring the Character Ethic*, by Stephen R. Covey (Fireside, 358 pp., \$9.95 paperback). Covey explores the concept of the character ethic and presents his views on how to lead a fulfilling life by being fair, honest, and dignified.

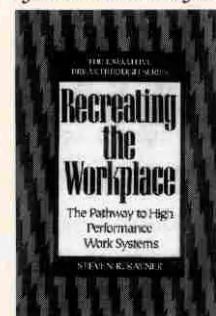
What kind of ethics code, if any, do you think companies should establish for their employees, and how could such standards be enforced?

Please fax your response to Theresa Minton-Eversole at 703/683-9203. Or mail it to "BookBites," *Training & Development*, ASTD, 1640 King Street, Box 1443, Alexandria, VA 22313-2043. Please include your name and address, so we can contact you if necessary before publishing your response.



Recreating the Workplace: The Pathway to High Performance Work Systems

by Steven R. Rayner.



Steven R. Rayner provides a crash course in implementing high-performance work teams in his book, *Recreating the Workplace*.

Outlining his six-phase "transformation pathway," he describes how and when to re-create all systems, processes, structures, and employee roles in order to continuously improve performance and develop a highly flexible organization.

Rayner's six phases of transformation cover leadership, commitment, communication, redesign, reinforcement, and renewal.

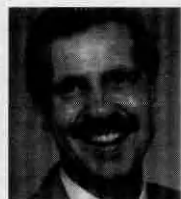
Throughout his explanation of his

Completeness: Quality for the Twenty-First Century

by Philip B. Crosby

The following book is reviewed by Frank Zenner, training and development coordinator and manufacturing engineer for Sundstrand Aerospace, 1501 South Dixie Highway, Lima, Ohio.

Phil Crosby offers a candid look at the quality movement and practical advice for quality management, plus an insightful look at the managerial and organizational characteristics of successful, twenty-first-century businesses in his latest book, *Completeness: Quality for the Twenty-First Century*.



GUEST REVIEWER
Frank Zenner

In the introduction, Crosby states, "The problem of quality has always been management's lack of understanding of [its own] responsibility for causing a culture of prevention in [the] company. Quality must become part of the fabric of the organization, not a thin veneer applied in a compartmentalized fashion."

Completeness addresses managers and is Crosby's answer to the fragmented manner in which many managers run companies and implement quality initiatives. According to the author, managers must look at all systems as a complete whole, and management is responsible for the policies and

objectives that employees and suppliers must work with to sustain the whole.

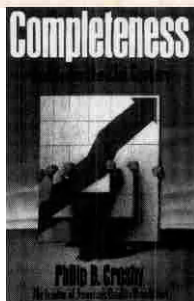
"The persons who make up the management corps of a company are the main source of trouble for that organization, just as they are responsible for most of the good things that happen. Their priorities determine what employees and suppliers will be doing. If targets are sound and properly aimed in the manner of well-thought-out strategies and policies, then success could be around the corner. If they are based on fairy tales, then the organization could be eaten by the wolf."

Organizations can be successful if they follow three basic principles, Crosby says:

- ▶ Cause employees to be successful.
- ▶ Cause suppliers to be successful.
- ▶ Cause customers to be successful.

The author uses fictional scenarios based on real-life situations to explain each principle. After reading the principles, readers can make a quick assessment of where their organizations are in regard to completeness.

A "Completeness Grid" is included and explained in chapter 6, an interesting and useful tool for personalizing the concepts. Chapter 7 describes the devastating effects that management's arrogance can



have on an organization.

In chapter 8, Crosby describes what successful managers in the twenty-first century will do differently from their present-day counterparts. The most notable characteristic of "Centurion" managers is that they will not make themselves or those around them miserable with self-centered behavior. Instead, they will deal with whatever happens, and at the same time, anticipate what is coming. In other words, they will be in a permanent state of awareness.

Crosby also identifies the aches and pains an organization will have to endure when making the transition to a quality culture. In chapters 9 and 10 he underscores the need for completeness by showing common miscues in the implementation of total-quality management.

In chapters 11 through 15, the life of the Centurion is shown through imaginative, futuristic business stories. Those who enjoy imagining the ways that technology might change the world will find these chapters fascinating. This section explores a little of everything from 3-D videos to virtual reality for training applications.

Phil Crosby is president of Career IV, a consulting firm that specializes in leadership training for executives.

Completeness: Quality for the Twenty-First Century, by Philip B. Crosby. 251 pp. New York, NY: Dutton, 212/366-2000, \$21.

Circle 250 on reader service card.

transformation model, Rayner tells how to overcome implementation dilemmas and influence an organization's direction, how to foster continuous renewal, and why change champions are important in organizations undergoing change.

Other subjects include the essentials of major organizational change efforts, four ways to implement high-performance work systems, and the right types of teams to build in an organization.

Rayner uses illustrations, case studies, and firsthand stories to show how his model can be used to

implement a high-performance work system in any organization.

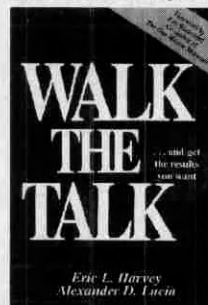
Steven Rayner is the cofounder of the consulting and training firm Belgard, Fisher, Rayner, located in Portland, Oregon.

Recreating the Workplace: The Pathway to High Performance Work Systems, by Steven R. Rayner. 279 pp. Essex Junction, VT: Oliver Wight Publications. This book can be purchased through ASTD Press, 703/683-8100. Order code: RART. \$23 for ASTD members, \$25 for non-members.

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Walk the Talk...and Get the Results You Want

by Eric L. Harvey and Alexander D. Lucia



Walk the Talk, an odd story of a business leader's transformation, reminds this reviewer of Charles Dickens's novel, *A Christmas Carol*.

Treewiew Company's CEO, Bill Elby, is not type-cast as the sour puss that Ebenezer Scrooge was, but he does seem to be

Additional Reading

World Business Desk Reference: How To Do Business With 192 Countries by Phone, Fax, and Mail, by Alice A. Gelder and Rudy Yuly. 489 pp. Burr Ridge, IL: Irwin Professional Publishing, 800/634-3966; \$75 (U.S.), \$100 (Canada).

Circle 251 on reader service card.

Fire Away: Fielding Tough Questions With Finesse, by Myles Martel. 240 pp. Burr Ridge, IL: Irwin Professional Publishing, 800/634-3966, \$30.

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Careering and Re-Careering for the '90s: Skills and Strategies for Shaping Your Future, 3d edition, by Ronald L. Krannich. 333 pp. Manassas Park, VA: Impact Publications, 703/361-7300, \$13.95.

Circle 253 on reader service card.

The Post-Modern Organization: Mastering the Art of Irreversible Change, by William Bergquist. 277 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$28.95.

Circle 254 on reader service card.

Good Intentions Aside: A Manager's Guide to Resolving Ethical Problems, by Laura L. Nash. 259 pp. Boston, MA: Harvard Business School Press, 617/495-6444, \$14.95.

Circle 255 on reader service card.

First Job: A New Grad's Guide to Launching Your Business Career, by Richard Fein. New York, NY: John Wiley & Sons, 201/469-4400, \$12.95.

Circle 256 on reader service card.

Write Type: Personality Types and Writing Styles, by Stephen D. Gladis. 133 pp. Amherst, MA: Human Resource Development Press, 800/822-2801, \$15.

Circle 257 on reader service card.

Executive Talent: How To Identify and Develop the Best, by Tom Potts and Arnold Sykes. 247 pp. Burr Ridge, IL: Irwin Professional Publishing, 800/634-3966, \$30.

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as much in the dark as his fictional counterpart about how to treat employees and how to be a positive role model. Scrooge changed his tune after an encounter with the ghosts of the past, present, and future showed what could happen if he didn't shape up.

Elby becomes one of the "enlightened ones," too, after he takes a stroll through the company's supernatural badlands with a ghost named Clarence, who was the company's janitor. According to Clarence, the company's employees have heard all the double-talk they care to hear, and they're ready for a CEO who practices what the firm preaches.

Elby learns just how he can *Walk the Talk* and spread the word when his travels lead him to such sites as the company's "values vault" and the "Museum of Corporate Contradictions."

Scrooge celebrates his new lease on life when he awakens from his dream. Every character in the story is shocked by the transformation but readily accepts the positive change. CEO Elby also professes to Treeview's employees that everyone will begin to *Walk the Talk* when he returns from his supernatural exploits. But the story stops short of showing whether the transformation takes hold.

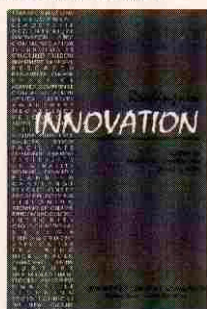
Eric Harvey is president and CEO of the management-consulting firm, Performance Systems Corporation, in Dallas, Texas. Alexander Lucia is executive vice-president of the same company and is based in Oxford, Pennsylvania.

Walk the Talk...and Get the Results You Want, by Eric L. Harvey and Alexander D. Lucia. 154 pp. Dallas, TX: Performance Systems Corporation, 800/888-2811, \$18.95.

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Readings in Innovation

edited by Stanley S. Gryskiewicz and David A. Hills.



Innovations is a compilation of selected papers written and presented by theorists, researchers, and practitioners concerned with organizational innovation. The selections were

some of those presented during Creativity Weeks, which were annual events sponsored by the Center for Creative Leadership from 1978 through 1987.

The book is divided into three parts. Part 1 features papers that address research on such topics as creativity and leadership, creative problem solving, and the kinds of climates that enhance or stifle creativity.

Part 2 relates more practical information on how to enhance organizational creativity and use it to improve overall effectiveness. Specifically, the authors explain how to

- ▶ Establish a corporate environment that stimulates innovation.
- ▶ Make organizations adaptive to change by eliminating bureaucracy.
- ▶ Foster creativity in new-product research.
- ▶ Deliver managed, high-quality, cost-effective service.

Part 3 looks to the future. Papers in this section address visioning and megatrends.

"This book is part of an international movement in organizational creativity and innovation. The shifting conditions faced by organizations today demand that managers be leaders of change, and effective change requires innovation. We offer these articles with the hope that they will help foster innovation."

Stanley Gryskiewicz is a senior fellow in creativity and innovation at the Center for Creative Leadership in Greensboro, North Carolina. David Hills is an associate psychology professor at Wake Forest University in North Carolina and an adjunct staff member with CCL.

Readings in Innovation, edited by Stanley S. Gryskiewicz and David A. Hills. 257 pp. Greensboro, NC: Center for Creative Leadership, 919/545-2805, \$20.

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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.