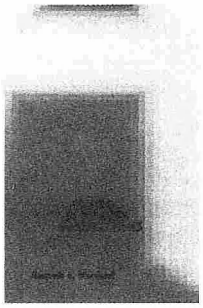
Bookshelf

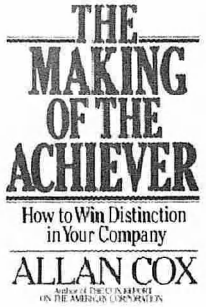
Intrapreneuring–
Gifford Pinchot III

The next time you accuse someone in your office of stealing your stack of 3M "Post-Its," those invaluable yellow stickies, stop and think about Art Fry, the man behind one of his company's more ubiquitous products. The success of "Post-Its" is one testimony to both the inventor and the corporation that provided the atmosphere in which the idea could be translated into a profitable new product. Pinchot defines "intrapreneuring" (from *in*ternal en*trepreneur*) as the activity of the "dreamers who do." For those gifted with entrepreneurial spirit, having the freedom to create is a work-place priority. "Intrapreneurs are integrators who combine the talents of both the technologists and the marketers by establishing new products, processes and services." They are not absent-minded professors who inhabit impossibly messy labs, but shrewd resource managers who know how to integrate their company's systems.

For organizations, the key to reaping the benefits of employee ingenuity is providing the flexibility and funding for exploring new territory. This means organizational control systems need to be reworked. "Control systems will be based primarily on selecting and empowering the right people to manage resources, not on building elaborate controls to make sure inadequate people do what they are supposed to."

The comeback of U.S. industrial power will not occur without an emphasis on the ability to manufacture new and useful products. Central to this is fostering the intrapreneurial spirit, encouraging inventiveness and watching it turn a profit. In an effort to translate this to the level of practice, Pinchot includes the stories of intrapreneurs who've had the vision and ability to make their dreams work for them and their companies. Next time you see a Pontiac Fiero, or while you're waiting a turn on the nearest IBM PC, think about the talents your company might be wasting, talents that could catapult it into the forefront of America's consumer consciousness and to the top of the profit chart. 351 pp., bibliography, index. **Harper and Row Publishers.** This book is available through the ASTD Publishing Program. Order Code: PIIN. $18 national members. $20 nonmembers. $1.75 shipping and handling. Send prepaid orders to: ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.





Control in Business Organizations–*Kenneth A. Merchant*

Providing the proper atmosphere of control in organizations is a critical managerial function. Yet, the concept is one that seems, in practice, to have as many meanings as there are managers. Even in discussions of what control is and its function in employee relations, writers equivocate and approach the question from a variety of underlying assumptions. It is given numerous definitions, and analysis is offered on various, sometimes mutually exclusive levels.

Because of the state of this discussion and in an effort to highlight the importance of control for managers and students, Merchant emphasizes that control is behavior oriented. It is exercised to help ensure the proper behavior of people in the organization; that subordinates do what is best for the organization.

Control focuses on three specific problems. Methods of control give direction to each employee and teach him or her the expectations of management. Secondly, it counters motivational problems that can create waste through time loss. Lastly, personal limitations, whether individual (specific inability, lack of technical education) or human (grounded in psychological structures) can be kept minimally unproductive.

Merchant specifically covers the reasons managers must institute control mechanisms, what characterizes "good" control, what alternative methods exist and the criteria for choosing between them, the extent to which controls should be tight or loose, the possible harmful side effects of misdirected control systems, the use of financial accountability controls and the methods for designing a control system.

To assist managerial staff, Merchant has tried to avoid technical jargon and has given examples, where possible, in order to keep the theory well-grounded. 138 pp., bibliography, index. $22.95. **Pitman Publishing, Inc.,** 1020 Plain Street, Marshfield, MA 02050.

The Making of the Achiever–*Allan Cox*

How can you tell the leader from the pack? Look for the person who gets things done. That's why Cox has chosen the achiever as the paradigm for describing those who rightfully win corporate distinction. Persons valuable to the corporation are not those who, through the use of charismatic rhetoric, can find followers, but who exhibit a commitment to setting goals and see those goals met by following a self-established strategic plan.

What's more, *The Making of the Achiever* is not about case histories of famous Americans, but a guidebook for each reader to attain those "head and shoulders above the crowd" qualities.

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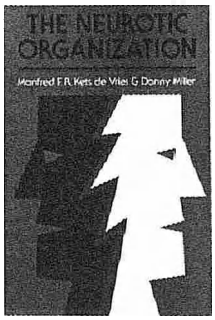


Cox structures his book so that the reader can work through the self-assessment exercises, find his or her place in terms of leadership strength and work toward full embodiment of the qualities of the achiever (other-centered, courageous, judicious and resourceful).

Other-centered means being an agent of organizational change as an actor in an evolutionary process that hinges on the maintenance of lasting co-worker relationships. We manifest courage in holding our ground and boldly making decisions based on our unique strengths. At the same time, we are vulnerable, knowing that an openness to influence can further our goals. Reaching goals is possible because we are judicious; we know what action to take in each situation. We have a sense of the appropriate. Finally, because we are in tune with our own and others' abilities, we can tap energy from many sources and focus it usefully.

In discussing each quality, Cox first provides a self-assessment tool to let us take stock of our ability before he describes how that quality is central for distinction. He then invites us to work out a personal written action plan to get us from here to there. It is designed to "provoke rigorous thought and immediate commitment that is more than just an intellectual exercise." 251 pp., bibliography, index. $16.95. **Dodd Mead & Company, Inc.,** 79 Madison Avenue, New York, NY 10016.

The Neurotic Organization–*Manfred F. R. Kets de Vries & Danny Miller*

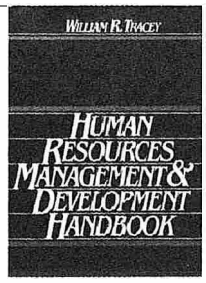
Just as relationships between people can be stymied by personal worries and varying world views, the dynamics of organizations can be rendered dysfunctional by the perspectives of top management and the group and interpersonal relationships within them. Thus the organization takes on a specific character, almost a personality. Kets de Vries and Miller have set out to create a new perspective on the unproductive, structural barriers in organizations by embarking on an investigation of how "fantasy and strategy" are connected.

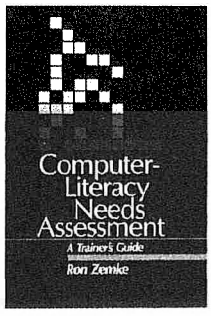
Instead of viewing organizations from dry, theoretical frameworks, they have chosen to regain a human perspective by examining the organization's human psychological roots. Because of the complexity of these issues, they see the rich language of psychiatric and psychological literature as a valuable analytic tool. Both organizational consultants and psychiatric clinicians, the authors speak from experience about organizational dysfunction, groups and relationships that exhibit common neuroses, and the application of psychiatric and psychoanalytic findings.

Part I focuses on the clinical perspectives of what the authors see as prevalent organizational problems, their nature and genesis. They discuss problems that arise for the entire organization, smaller group, diad and individual, and analyze them from the literature on neurotic behavior patterns, group/family dynamics, transference and life cycles.

Problem resolution is the focus of Part II, in which readers become aware of the sources of resistance to change that can perpetuate counterproductive behavior. Intervention is seen as a form of successful psychoanalysis from which normative implications can be drawn.

The Neurotic Organization, the authors suggest, will interest managers who will be familiar with the problems examined and comfortable with the non-technical approach offered. In addition, students and academicians will hopefully find this nonstructuralist approach refreshing and at the same time a source of debate and further inquiry. 210 pp., notes, index. $17.95. **Jossey-Bass Publishers,** 433 California Street, San Francisco, CA 94104. 415/433-1740.





Human Resources Management & Development Handbook–*William R. Tracey (Ed.)*

Although he admits that "the human resources management and development disciplines are not easy to define," Tracey indicates his guiding idea of the profession by dedicating it to managers in HRM&D. In seeking to do their jobs better and hone their professional skills, they "help to provide self-realization and job satisfaction for the employees they serve and improve the efficiency, productivity and profitability of the organizations that employ them." The selections included in the book reflect the concern HRM&D professionals must have for integrating their function within the organization and nurturing human potential.

The number of contributors and their backgrounds have ensured that the perspectives represented are varied. "The composite blends together the *best* of the old and the *best* of the new to form a practical, up-to-the-minute, forward-looking handbook". Tracey has designed the book to be valuable for top executives and managers, human resource managers and supervisors, trainers and developers, and students of human resources.

The *Human Resources Management and Development Handbook* not only describes the profession but covers how to manage, organize, staff, direct, control and improve it. Specific topics include facility design, support services, employee relations issues, organization and management development, training, and designing, implementing and evaluating HRD systems.

Contributors include practitioners, managers, developers, consultants, academics and trainers. Experts such as Chalofsky, Nadler, J.C. Robinson, Odiorne, Tregoe and Warrick offer a how-to approach and insight into the theory, "background, goals and objectives of their subjects. . .that give the reader a real 'feel' for the topic." 1510 pp., index. $85. **Amacom**. 135 West 50th Street, New York, NY 10020.

Computer Literacy Needs Assessment: A Trainer's Guide–*Ron Zemke*

Whether they are minis or micros or mainframes, computers seem to be reproducing themselves across the industrial and professional landscape. Yet most of us are still treating them not as instruments to quicken the pace of our work or ease tedious burdens, but as aliens from some silicon planet. It seems more than reasonable to look to the training staff for help in understanding computers, yet how will trainers measure up when attitudes such as fear and elitism ("Word processing is glorified typing; only my secretary does *that*.") as well as lack of conceptual clarity stand as training obstacles.?

Addressing training needs for the successful implementation of office automation is the first step and the impetus behind Zemke's book. He provides steps designed to sort out the training needs of various audiences within companies to "provide them with the training that can make them integrate computers into their workaday world." Conducting needs assessment means defining what computer literacy means in terms of your company's needs (How much do people really need to know?); assessing management's attitude toward office automation in order to make effective recommendations; using basic needs assessment instruments; and learning to meet different learning styles.

Zemke also includes appendices that discuss the variety of media available for transmitting the training message. These include schooling, a/v, computer-assisted instruction and published manuals and articles. "Trainer as-technology-translator. . .doesn't just 'go-with' the territory, it *is* the territory." Zemke writes this primer as a guide through that territory, which for so many has been, until now, uncharted. 218 pp., bibliography, index. **Addison-Wesley Publishing Co.,**

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Guest Reviews

The Manager's Motivation Desk Book–*Thomas L. Quick*

The author, a veteran manager, consultant and speaker, has synthesized in an easily accessible and highly readable form much of the standard thinking about motivation. He is articulate and knows the language of managers.

In an 18-page introduction, the reader is whisked through the history of motivation: from the Hawthorne Studies (with no mention of Elton Mayo, Fritz Roethlisberger or William Dickson) through Maslow, McGregor, Herzberg and Skinner, to Vroom and Rotter, with only a one-paragraph reference (in the entire text) to *Organization Development*.

Despite this initial cursory treatment, the author provides a handbook that is functional and that managers can relate to even though it is not far beyond the"*Quick* fix" (pun not initially intended).

What makes the book different is its eclecticism. Quick sees managers as just that: *managers*. He provides them with menus from which to select. He offers simplistic solutions but doesn't espouse any one way as the only way. Rather, he provides options that enable the manager to select those motivational techniques or approaches that work with the manager's style, the corporate culture and the needs of the subordinate.

In 18 chapters, he discusses managing motivation, working within the culture, expressing management needs, matching personal and organizational goals, setting goals, making the work more valuable, delegation as a motivational tool and building subordinates' confidence. Other topics include situational influences, feedback, performance appraisals, coaching, counseling for change, giving criticism, getting and maintaining the behavior you want, motivational techniques for high performers, how to deal with special productivity problems and training as the key to effectiveness.

The book has what appear to be "home-grown" instruments, action planning aids, checklists and review questions at the close of each chapter.

The last chapter, "Training, the Key to Effectiveness", is not bound to make too many trainers overly ecstatic, even while they may recognize some grains of truth. There are few, if any, who might question Quick's contention that "the most effective training takes place in the working environment." But many might take exception to his sweeping, generalized descriptions of training departments and such statements as "much of what is called training probably does not contribute to effectiveness" and "training is too important to be left solely to trainers." If, as the title states, training is the key to effectiveness in assisting managers to be better motivators, then one might expect the author to devote more than a tenth of one percent of the text to the subject.

Despite the above, this is a worthwhile book. Not a "cutting edge" book, it is a useful tool to which managers can refer. It has charm, style and may well serve to reinforce basic motivational training programs. 462 pp., $29.95. **John Wiley & Sons.** 605 Third Avenue, New York, NY 10158, 212/850-6354.

David C. Wigglesworth is president of D.C.W. Research Associates International, Foster City, California.