

Books

Incredibly American: Releasing the Heart of Quality

by Marilyn R. Zuckerman and Lewis J. Hatala.

ADVANCE UNCORRECTED PROOFS



Why do so many U.S. organizations find it difficult to integrate Japanese quality processes, tools, and techniques? According to the authors of *Incredibly American*, it's because Americans just don't

view quality in the same way as the Japanese.

So what is quality to Americans? Marilyn Zuckerman and Lewis Hatala researched that question at AT&T, and their findings should be reviewed by any organization that wants to start a quality initiative or is floundering in one.

The study reveals that the cultural imprinting of many Americans strongly influences their perceptions of what quality is and how to achieve it. Overall, the findings show that Americans have, in many cases, views that completely contradict the Japanese quality concepts that many U.S. companies are trying to integrate into their own ways of doing business.

According to the authors, American quality is an emotionally laden concept, and U.S. employees tend to be driven by different motivational and behavioral factors than are the Japanese.

Messages that tend to stimulate Japanese quality behavior simply do not help to improve Americans' performance. For example, many Americans consider common quality terminologies such as "zero defects," "specifications," and "maintenance," as well as slogans such as "do it right the

first time," to be controlling and restrictive.

The study also shows that strong conceptual differences also affect the way Americans approach quality processes. For example, the Japanese strive for perfection and then strive to sustain it. Perfection isn't synonymous with quality in the United States. Rather, it symbolizes the end. If U.S. employees achieve perfection, they perceive that there is nothing more to do but get bored. And the study indicates that they tend to fall back into the sloppy performance that became troublesome in the first place.

Working smarter, not harder, is another concept that seems to contradict "the American way." High achievement with low effort doesn't feel right or make sense to many Americans. Getting it right the first time bears no glory or reward. To many Americans, it may mean that the employees simply didn't work hard enough or take enough risk. Managers in the United States tend to reward those who visibly work harder.

The fact that the American workforce isn't cut out to follow the Japanese version of the quest for quality doesn't have to signify the end of the TQ movement in the United States. The study concludes that U.S. companies can build effective quality systems and processes if their quality models are based on American quality knowledge. For example, this study shows that an American quality initiative can be implemented and sustained if the quality transformation occurs in three clearly defined phases that introduce specific roles.

The authors explain that the first phase of quality transformation—crisis and failure—introduces the role of

This month's books address total quality and teamwork as well as supervisory practices in local governments.

the lawgiver. The lawgiver communicates the crisis status and the urgency to act to improve the situation. Unfortunately, in most cases the assignments and rules for action are poorly defined during this phase, which sets up employees for failure and demoralizing blame.

The second phase—support—begins at this point and introduces the role of mentor. During this phase, the mentor provides support to the demoralized workers and helps to renew their sense of purpose in order to get them primed to try again. A second chance is a key to many American quality success stories, as is persistence about getting the job done right—if not the first time, then eventually.

The third phase—celebration—introduces and serves to reward the third role model: the champions. The champions are the employees who have attained their quality goals or achieved superior job performance. The celebration phase doesn't necessarily mean it's time for a party. Rather, it reaffirms the worth of the champions and provides a renewed source of emotional energy for others striving to achieve champion status.

"It's easy to think of celebrating when a project is finished.... When a project appears hopeless...celebration can change the dynamic."

An elusive element of the American cultural archetype that is key to the way quality works in the United States is "the impossible dream." Before many Americans can be motivated to take action, say the authors, they must have a tantalizing goal that is nearly impossible to achieve, but that is eminently worth striving for.

"As Americans struggle for success, they move from peak to valley, from highs to lows, lows to highs. If Americans are to maintain consistent improvement in products and services, this variation is absolutely essential. Whenever those in charge of a project try to flatten the emotional curves, believing that this is what is needed to maintain some sort of 'controlled quality,' people lose their excitement, their energy, and, finally, their interest. This is exactly the way to destroy the value of the greatest resource in the American workplace: Americans."

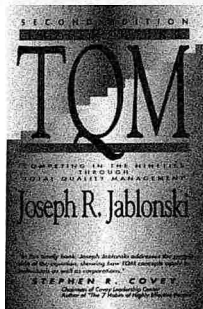
Marilyn Zuckerman is a manager at AT&T's Corporate Quality Office. Lewis Hatala is president and CEO of the Partners in Discovery Group, a consulting company based in Atlanta, Georgia.

Incredibly American: Releasing the Heart of Quality, by Marilyn R. Zuckerman and Lewis J. Hatala. 254 pp. Milwaukee, Wisconsin: ASQC Quality Press, 800/248-1946, \$19.95.

Circle 245 on reader service card.

Implementing TQM: Competing in the Nineties Through Total Quality Management

by Joseph R. Jablonski.



There's much more to TQM than cycle time, process manufacturing, benchmarking, and productivity levels. Of course, these are all important concepts linked to quality, but a driving force behind

them is often overlooked—people power. And the people aspect of quality is what Joseph Jablonski addresses in this second edition of his book, *Implementing TQM*.

Jablonski is one of the most organized, succinct writers on the subjects of training and quality. And in this book, he continues to make TQM implementation look easy.

Jablonski examines the foundations of TQM in the first two chapters of the book. In chapter 3, he discusses the criteria and application process for the Malcolm Baldrige National Quality Award. He also introduces the reader to the International Standards Organization's quality systems (ISO 9000) and notes the quality-recognition initiatives of several U.S. states.

In the next several chapters, Jablonski explains his five-phased approach to TQM implementation. Jablonski's preparation, planning, assessment, implementation, and diversification phases of TQM may not be as foreign to readers as they were when he presented them in 1990 in the first edition of this book. But the discussion in the revised edition can be a great refresher.

In addition to explaining what to

do in each phase of TQM implementation, who does it, and when, Jablonski pays particular attention to key people processes. Specifically, he explains how to handle the training and communication issues that crop up in each phase of TQM. He also addresses training feedback, executive commitment, supplier involvement and certification, and internal and external organizational communications.

Finally, the author discusses TQM implementation scheduling and resource estimating in chapters 10 and 11, and he offers his observations of the American quality movement in chapter 12.

One of the author's major concerns is that many American companies are still "sitting on the fence" watching the quality movement instead of shaping it with their contributions. He says most Americans don't yet understand just how much work and self-study is involved in quality initiatives. The author offers four recommendations for how companies can proceed.

"The bottom line is that a lot of upfront work must be accomplished to establish a successful quality process. Continue the self-education process to gain a broader perspective and allow your ideas and opinions to gel. Coordinate with your training department, [because] training constitutes a large component of the TQM process.

"Realize TQM improves the job you are presently doing. You must play with the ideas in your own environment before you clearly recognize how all this fits together. And finally, communicate. The healthy exchange of information is not only important to the successful implementation of TQM but crucial to the preliminary decision-making process."

Joseph Jablonski is a speaker, trainer, and consultant who specializes in TQM design and implementation. He is based in Albuquerque, New Mexico.

Implementing TQM: Competing in the Nineties Through Total Quality Management, by Joseph R. Jablonski. 224 pp. Albuquerque, New Mexico: Technical Management Consortium, 505/299-3983, \$17.95.

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Advanced Supervisory Practices

edited by John Matzer, Jr.



Advanced Supervisory Skills is designed for helping new and experienced super-

visors in local governments to understand their roles and increase their supervisory skills. The book is part of the Municipal Management book series that the International City/County Management Association publishes for its training institute.

Since 1934, the ICMA Training Institute has offered training specifically designed for local government administrators; the organization is known as a source for up-to-date books and training materials that address local government supervision. This particular volume addresses three critical trends that are affecting today's workforce—labor shortages, worker skill levels, and

cultural diversity—as well as the ways in which these trends are reshaping supervisory roles and responsibilities.

Chapter 1 emphasizes the need for supervisors to understand current economic and demographic trends in order to cope with employees' changing work and family values. A smaller, increasingly diverse workforce is demanding more balance between work and family life, as well as job enrichment and career development opportunities. Those demands are creating new challenges for supervisors.

Chapters 2 and 3 elaborate on how supervisors must accept their employees as they are. These chapters also provide a variety of techniques that supervisors can use to strengthen worker motivation.

Chapter 4 addresses actions supervisors can take to manage performance problems. Specifically, supervisors learn how to spot them, what to do about them, and how to apply fair discipline. Chapter 5 describes

ways supervisors can support and encourage job enrichment through employee training and development, which Matzer says are the keys to recruitment, retention, job satisfaction, and motivation.

Chapters 6 and 7 shift the emphasis from supervising individuals to supervising groups or teams. In either case, the book cites three areas that must be addressed by supervisors to ensure their success: conflict resolution, influence, and ethical behavior. These topics are addressed in detail in chapters 8, 9, and 10. Chapter 11 presents numerous time-management and organizational techniques that can help supervisors hold everything together while better managing their own time and space.

"Given the changing nature of the workforce, you as a supervisor will spend less time controlling and more time facilitating and collaborating. In other words, you will spend more time managing diversity, motivation, and performance, and developing

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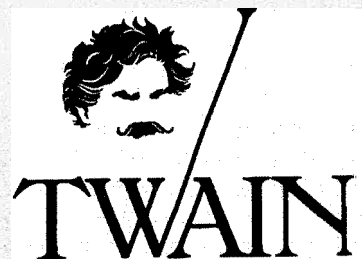
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employees' skills and careers. Finally, as the job of the supervisor becomes increasingly complex, time-consuming, and stressful, you will develop the ability to manage yourself. [This book] provides useful and practical information to help you meet your responsibilities."

John Matzer is a local-government consultant and a former deputy assistant director of the U.S. Office of Personnel Management.

Advanced Supervisory Practices, edited by John Matzer, Jr. 191 pp. Washington, DC: ICMA, 202/289-4262, \$29.95.

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Supervision for Successful Team Leadership

by Lowell F. Masters and Howard D. Richardson.



This book is written primarily for middle managers and frontline supervisors who are interested in testing their leadership skills and analyzing their attitudes.

Readers can complete personal questionnaires that lead off each chapter to assess their expectations, preferences, and attitudes along with their abilities to interact, communicate with, and evaluate productive and nonproductive workers. The communication and organizational planning skills specifically addressed include managing time, counseling and motivating, and handling difficult employees. Also included in each chapter is a discussion of the tools that can help supervisors and managers improve their job performance.

"This self-examination identifies the character components necessary to deal successfully with people of all personality types, as well as anxiety-provoking situations. The activities attempt to reveal your true feelings and responses to such issues as vacation plans that could be interrupted due to unforeseen work requirements. They will also require you to examine the level of personal sacrifice you are willing to make for your job as well as determine the

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level of sacrifice you expect from others in the organization."

Lowell Masters is director of the Academic Achievement Center, a training facility in Las Vegas, Nevada. Howard Richardson is a professor and dean emeritus at Indiana State University.

Supervision for Successful Team Leadership, by Lowell F. Masters and Howard D. Richardson. 122 pp. Las Vegas, NV: Achievement Press International, 800/827-3804, \$16.95.

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Getting It Right: What It Takes To Be a Good Front-Line Supervisor

by Joe Carbone.



Author Joe Carbone talks with supervisors like a supervisor in his self-help primer, *Getting it Right*. In this small handbook, frontline supervisors can learn of the challenges they will

face as they move up to the first step of the management ladder, and they can learn the skills they must begin to practice in order to do their jobs well.

Among the trouble spots Carbone says supervisors must address are negative attitudes—both theirs and their employees'—misperceptions, ambiguous communications, reactionary behaviors, and a possible lack of credibility.

Those factors may seem obvious,

but the author explains that they can be hard to overcome because they often result from subconscious attitudes that employees have developed over years.

Carbone goes on to cite some of the attributes of an effective frontline supervisor. Among these important traits are the ability to be yourself, the ability to speak and listen effectively, the ability to put things in writing, and the ability to make and enforce the rules.

Those traits may also seem obvious, but they can pose problems for new supervisors because the attributes must be built up through practice over the years in order to establish consistent behavior and supervisory skills. Carbone says consistent, fair treatment of everyone helps to establish credibility, which is what a supervisor needs in order to negotiate, delegate, and anticipate possible problems.

The author also has produced a complementary workbook for *Getting It Right*. The workbook, called *Training Outline for Basic Supervisory Skills*, can be used by trainers to conduct an introductory course that covers key concepts for new frontline supervisors.

The course outline's six sections correspond with pages in *Getting It Right*. Each workbook section begins with discussion notes for trainers to use before, during, and after the training program. At the end of each section, the author urges trainers to review key terms and definitions, diagrams, and graphics, and to answer any questions that may have come up during discussions.

All in all, the book and the trainer's outline are short, practical reference materials that could be useful for any frontline supervisor or trainer of frontline supervisors.

Joe Carbone is a faculty member at Tompkins Cortland Community College in upstate New York.

Getting It Right: What It Takes To Be a Good Front-Line Supervisor (book) and *Training Outline for Basic Supervisory Skills* (workbook), both by Joe Carbone. Ithaca, NY: Front-Line Supervisor Publications, 607/257-6054; 79 pp., \$7.50 (book); 55 pp., \$40 (workbook).

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Total Quality: A User's Guide for Implementation

by Dan Ciampa.



Total Quality is a volume in the Addison-Wesley series on organization development. The book serves two purposes, according to its author, Dan Ciampa. The first is to explore what

it takes to make TQ work. The second purpose is to explain the rationale for the TQ movement that has swept through corporate America and explore why its popularity continues to increase.

Ciampa begins by defining total quality from a historical perspective. Then he breaks the TQ concept down into four components: the technical side, the people side, the strategic imperatives, and the external customer.

In part 2, the author explores what it takes to implement a TQ program successfully. But instead of reviewing the usual quality tools and techniques, Ciampa focuses on the subjects of organizational culture and character. He also examines the crucial roles of organizational leadership.

Ciampa defines leadership roles further in part 3. He explains the importance of having leaders who share a common vision, and he examines the role and responsibilities of the "total-quality driver" in an organization. He also discusses the role of the human resources department and the concept of employee involvement, showing the significance of both to a successful TQ initiative.

Ciampa concludes by looking at the future of TQ. Among his predictions:

- ▶ TQ will form a liaison with computer-integrated manufacturing.
- ▶ TQ will continue to expand into nonmanufacturing industries such as banking and insurance.
- ▶ TQ eventually will include, not merely be for, the customer.

Dan Ciampa is president and CEO of Rath & Strong, a consulting firm in Lexington, Massachusetts.

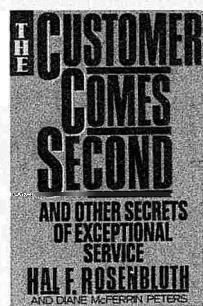
Total Quality: A User's Guide for

Implementation, by Dan Ciampa. 269 pp. Reading, MA: Addison-Wesley, 800/238-9682, \$26.95.

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The Customer Comes Second and Other Secrets of Exceptional Service

by Hal F. Rosenbluth and Diane McFerrin Peters.



Hal F. Rosenbluth firmly believes that a company can thrive by putting its customers second. So who's first? The employees.

In the book, *The Customer Comes Second*, the authors explain the impor-

tance of putting an organization's people first. They describe the company philosophy of Rosenbluth's travel agency and explain how it can be applied in any service organization.

According to the authors, the best way to begin to instill an employees-first mentality is to make a good first impression with new employees. They explain how this can be done through a new-employee orientation program described in chapter 2.

The next step to ensuring that employees continue to feel valued is to "cultivate happiness" throughout the workplace, an approach that the authors believe is key to superior customer service. They explain how open, two-way communication and continuous pursuit of new opportunities can be pivotal factors in sustaining a company's competitive edge and enriching the careers of all workers.

In chapter 5, the authors discuss the importance of finding the right people to run an organization. They stress being picky and choosing wisely. Key to selecting the best person for each job: observing executive candidates in situations and environments outside the workplace and broadening the scope of employee searches to include candidates from outside the company's specific industry niche.

The authors also say perpetual training in interpersonal, job-related, and computer skills is crucial to maintaining a top-notch workforce.

Additional Reading

Pursuing Total Quality: 101 Logical Ways To Improve Quality for Your Customers (Without Hiring a Guru, Attending Countless Meetings or Spending Thousands of Dollars!), by Dick Schaaf and Margaret Kaeter. 123 pp. Minneapolis, MN: Lakewood Publications, 612/333-0471, \$14.95.

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Managing To Keep the Customer: How To Achieve and Maintain Superior Customer Service Throughout the Organization, revised edition, by Robert L. Desatnick and Denis H. Detzel. 232 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$25.95.

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When You Lose Your Job, by Cliff Hakim. 254 pp. San Francisco, CA: Berrett-Koehler, 800/929-2929, \$14.95.

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The New Shop Floor Management: Empowering People for Continuous Improvement, by Kiyoshi Suzaki. 454 pp. New York, NY: The Free Press, 800/257-5755, \$29.95.

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Organizations Working Together, by Catherine Alter and Jerald Hage. 342 pp. Newbury Park, CA: Sage Publications, 805/499-0721, \$46 (hardcover), \$22.95 (softcover).

Circle 256 on reader service card.

Negotiation Basics: Concepts, Skills, and Exercises, by Ralph A. Johnson. 167 pp. Newbury Park, CA: Sage Publications, 805/499-0721, \$32 (hardcover), \$14.95 (softcover).

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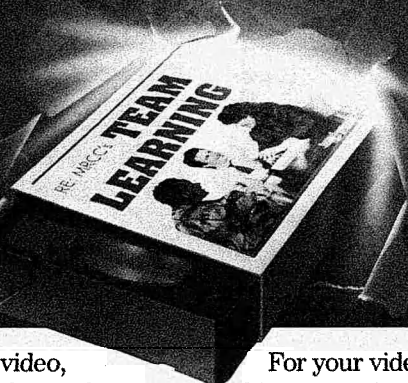
Hum-Drum to Hot-Diggity: Creating Everyday Greatness in the World of Work, by John P. Schuster. 125 pp. Kansas City, MO: Steadfast Publishers, 816/753-7055, \$13.95.

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Crisis Communications: What Every Executive Needs To Know, by Devon Dougherty. 197 pp. New York, NY: Walker and Company, 212/265-3632, \$24.95.

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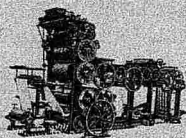
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They suggest that training can be fun for employees if it includes general subjects as well as job-specific and leadership-development courses—and if it is supplemented by daily coaching.

In chapter 7, the authors explain how technology can be used to better the overall productivity of a workforce. They also examine how three specific technologies can be applied in other service industries. In chapter 8, they examine what it takes to put together a high-quality service process, and they discuss the value of recognizing top service-providers.

Chapter 9 describes how to create the organizational culture you want for your company, and chapters 10 and 11 explain the steps to take to encourage employees to generate new ideas and to encourage employee advancement.

The authors explore actions corporate leaders must take to help their organizations maintain their competitive edge, and discuss how to form and cultivate successful partnerships with suppliers and clients.

"We're confident in what we believe and secure in sharing it with you. This [book] is intended to be a reference manual of factors that contributed to one company's success, of ideas that can be borrowed, adapted, elaborated upon, customized, and improved for application to your business.

"The ideas included cut across industry and country. They center around people, so they can apply to any business. I hope you will find them helpful for yours."

Hal Rosenbluth is the CEO of Rosenbluth Travel in Philadelphia, Pennsylvania. Diane McFerrin Peters is director of new ventures for the same company.

The Customer Comes Second and Other Secrets of Exceptional Service, by Hal F. Rosenbluth and Diane McFerrin Peters. 240 pp. New York, NY: William Morrow, 212/261-6500, \$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.