

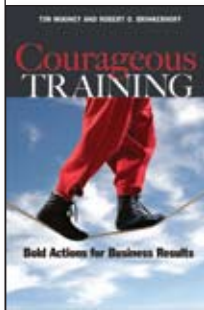
T+D READERS

2008 was a great year for books on business, management, and learning. Here are 10 *T+D* readers' lists over the last 12 months.

Courageous Training: Bold Actions for Business Results

By **Tim Mooney and Robert O. Brinkerhoff**
(Berrett-Koehler, 244 pp., \$29.95)

To Mooney and Brinkerhoff, courage in workplace training means breaking away from the usual design and delivery approaches to find what really works. Four trailblazing learning executives from different industries—manufacturing, healthcare, technology, and public education—tell their stories about how they set lofty goals, faced risk, and relied on proven techniques and practices to find success.



According to the authors, workplace learning and performance professionals are in a hole and need to stop digging. “But several insidious forces prevent training operations from producing more than only the most marginal of business results,” they write.

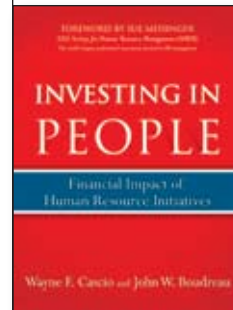
This book is about those forces and how to use the courageous training approach to find value in training investments. This approach includes four pillars—be a business bulldog, build whole organization responsibility for training impact, win the hearts and minds of make-or-break partners, and tell it like it is with truthful measurement and evaluation—and a courageous training code.

Paula Ketter

Investing in People: Financial Impact of Human Resource Initiatives

By **Wayne Cascio and John Boudreau**
(FT Press, 360 pp., \$39.99)

Human resource professionals are indispensable to any successful business, but it's sometimes difficult to clearly show the link between their practices and organizational performance. This book, written by two world-renowned experts, breaks down the importance of the HR function into concrete segments, thus building a business case for its role in any sturdy organization.



Using their LAMP methodology (logic, analytics, measures, and process), Cascio and Boudreau, demonstrate how to measure and analyze the economic effects in areas of the field in terms of strategic value. Topics covered include targeting HR spending for greater impact, quantifying the costs of absenteeism and employee turnover, making smarter decisions about health and wellness programs, measuring engagement and profitability, and discovering the financial impact of development programs.

With a foreword by Sue Meisinger, the CEO of the Society of Human Resource Management, this thorough guide contains illustrative charts and diagrams, and provides exercises and a list of references at the end of every chapter.

Aparna Nancherla

WHAT WE'VE B

Three Moves Ahead: What Chess Can Teach You About Business (Even if You've Never Played)

By Bob Rice (Jossey-Bass, 201 pp., \$24.95)

What is the significance of a strong square? How does one get "pinned" or make an exchange sacrifice? Even if these time-honored terms mean nothing to you, this book seeks to deliver current business insights straight from the chessboard.

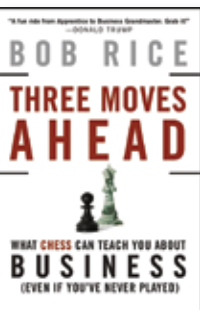
Using case studies from companies such as Yahoo!, Adobe, Sony, and Apple, Rice demonstrates the advantage of

building strategies, finding openings, and winning the game one move at a time. The book's 10 chapters offer board diagrams alongside anecdotes pulled from business news about the companies that won, and also

those that lost. Why did the opening move of Fresh Direct, for example, bring them dominance in the grocery delivery business, while Webvan's strategy fell flat?

Rice also explores management strategy with ideas for getting the right pieces (managers and executives) to the right squares and creating a diverse team that brings a gamut of skills. Rice's writing is conversational, and the chess analogies succeed in keeping the intimidation level low for those who may be unfamiliar with the game.

Juana Llorens



The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World

By Peter Senge, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley (The Doubleday Publishing Group, 432 pp., \$29.95)

This timely work is a source of inspiration for employees seeking to incorporate social responsibility into their workplaces. The authors focus on necessary and practical actions that all individuals and organizations can take to create a sustainable world for the future.

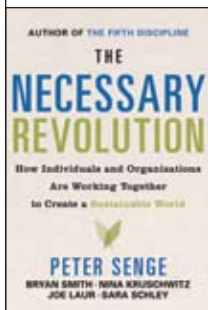
The book begins with a brief history of the Industrial Revolution, explaining how it was an impetus for the earth's current declining environmental condition.

Next, the

authors describe the new sustainability revolution brewing in several companies, such as Coca-Cola, Dupont, Nike, Costco, BP, and GE, all of which work with other organizations and align their strategic objectives with sustainability goals.

The crux of the book is the authors' call for a new way of organizational thinking that sees systems, collaborates across boundaries, and emphasizes creative innovation rather than reactive problem solving. In addition, the authors outline the five states of sustainability, so that readers can map out their progress from a noncompliance level, where no sustainability efforts exist, to a purpose-mission level, where an organization's purpose and mission are aligned with their employees' core values to contribute to a sustainable world.

Ann Pace



Six Disciplines Execution Revolution

By Gary Harpst (Six Disciplines Publishing, 196 pp, \$12.95)

Dealing with business expansion and skill shortages occupies an extraordinary amount of executives' time. So it is little wonder why long-term strategy is often left at the side of the road. Harpst outlines the steps necessary to carry out an organizational strategy and identifies the terms used in such discussions. For most readers, he covers familiar territory, but his anecdotes about why

successful businesses often have an unclear strategy are revealing.

He does tend to repeat passages from his earlier book at length. Harpst relates some of the ironies he discovers when talking to business leaders

about their lack of an overall strategy. While many business leaders know how to construct a building or maintain a customer base, they lack the same step-by-step building blocks that bind an organization to its employees and customers in a single continuum.

An effective strategy must include four elements: repeatable methodology, accountability coaching, an execution system, and community learning. There are a number of large obstacles standing in the way of effective executives and he notes them in detail: poor information sharing between departments responsible for strategy, or lack of ownership among key players for example.

Michael Laff

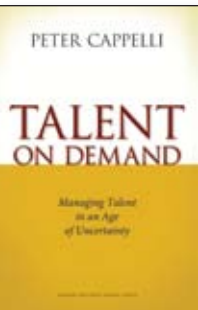


Talent on Demand: Managing Talent in an Age of Uncertainty

By Peter Cappelli
(Harvard Business School, 304 pp., \$35)

Why is finding and retaining talent so difficult?

According to Cappelli, it's because managers can't forecast their business needs accurately, let alone their talent needs. In this book, Cappelli—a professor of management at the Wharton School—presents four principles for ensuring that your organization has the skills it needs to manage talent.



Cappelli admits that most companies are doing little to plan for and meet their demands for talent. This book will help you improve the accuracy of your talent-need forecasts and maximize returns on your

talent investment.

Drawing on numerous examples from companies, this book takes a comprehensive look at Cappelli's four principles: make and buy to manage risk, adapt to talent-demand uncertainty, improve the ROI of employee development, and balance employee-employer interests.

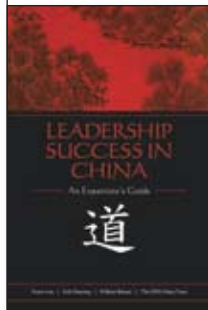
Talent on Demand gives you the ideas and tools you'll need to manage your talent—today and tomorrow.

Paula Ketter

Leadership Success in China: An Expatriate's Guide

By Yue-er Luo, Erik Duerring, William Byham, and the DDI China Team
(DDI Press, 256 pp., \$30)

What if your employer suddenly had you relocate to China to manage a new branch division of the company? Is there a guidebook to prepare you beyond the offerings of the Lonely Planet series? Search no further. *Leadership Success in China*, written by Development Dimensions International (DDI) leaders including CEO Bill Byham, as well as members



of the DDI China Team, is the little black book on everything you need to know about transitioning to a leadership business role in China.

The book covers the successful implementation of an engaged and

productive workforce starting right from the very beginning. Chapters include profiling a typical Chinese employee; attracting qualified applicants to form a team; building trust in that team; training, coaching, and managing your employees; growing local leaders; and sustaining your team and their progress. Illustrative case studies, examples, and tables are also sprinkled throughout.

Written in a clear and informative style, this book is original in its content and invaluable to anyone facing a global shift in employment or looking to develop their career internationally.

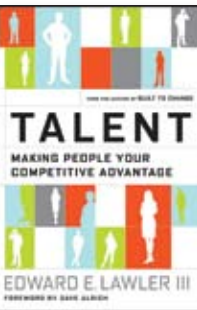
Aparna Nancherla

Talent: Making People Your Competitive Advantage

By Edward E. Lawler III
(Jossey-Bass, 281 pp., \$29.95)

Human capital (HC) is the undisputed star of this book, around which everything else revolves. In *Talent*, Lawler discusses ways in which "HC-centricity" must be a priority in companies that hope to attain global competitiveness.

Filled with case studies and supported by a handful of graphs, the book makes its case by demonstrating the importance of fusing organi-



zational design, talent management, and management concepts for a competitive overall strategy. Lawler underscores the idea that talent by itself is not enough—it must be mined in a way that implies deep under-

standing of an organization's strategy and goals. The case studies themselves are fresh and relevant, drawing from the experiences of Procter & Gamble, Whole Foods, and Google.

There is an interesting chapter on "reinventing HR" such that it becomes the go-to unit for issues involving HC. The book highlights the need for leadership to step in to get HR talent in the right position, and recommends outsourcing administrative HR functions as needed.

Juana Llorens

The Speed of Trust

By Stephen M.R. Covey with Rebecca R. Merrill
(Free Press, 2006, \$26.99)

According to author Stephen M.R. Covey, 51 percent of employees have trust and confidence in senior management and 36 percent believe their leaders act with honesty and integrity.

These bleak workplace statistics and the equally dismal global marriage failure rate indicate that our society is experiencing a crisis of trust. However, Covey purports that trust can be built, and trust changes everything: "Once you create trust—genuine character- and competence-based trust—almost everything else falls into place."

Covey bases his ideas on the 5 Waves of Trust Model, which serves as a metaphor for how trust operates in our lives. Each wave—self-trust, relationship trust, organizational trust, market trust, and societal trust—is built upon the preceding wave and reflects the "inside-out approach: to build trust with others, we first must start with ourselves." Each trust wave is comprised of specific core ideas or behaviors for readers to emulate.

Per his usual style, Covey's book is laced with personal stories and real-life examples. While the book is a quick and engaging read, it is packed with detailed information and data to support his thesis. Keep a highlighter handy!

Ann Pace

The Game-Changer

By A.G. Lafley and Ram Charan
(Crown Business, 307 pp, \$27.50)

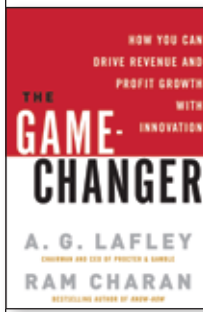
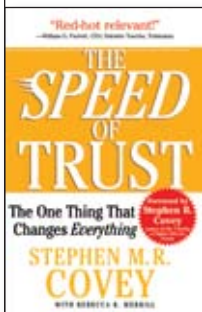
Borrowing a term from the sports world, the authors discuss people who found a solution through creative thinking and diligence when one seemed lost or forbidding. A range of anecdotes are provided including Nokia's successful foray into India whereby the mobile giant created an entire market without a distributor when others believed profit margins were too low.

Lafley details how Procter & Gamble was able to achieve great success with seemingly minor elements such as innovative and utilitarian designs of packages for detergent and skin care products. The success in one product was transferred into the successful design of another.

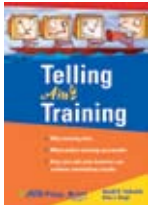
The company researches customer satisfaction in one arena and uses the knowledge acquired across the whole product spectrum. Lafley discusses some of the difficult decisions the company made in discontinuing products which failed or ones which were sold that no longer fit in with the company's strategy. He assumed leadership of Procter & Gamble when it was struggling earlier this decade, so he knows something about changing course.


Michael Laff


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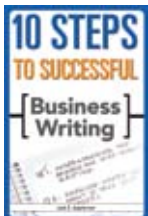



TOP 10 ASTD


1  **Telling Ain't Training**
 By Harold D. Stolovitch and Erica J. Keeps
 (ASTD, 2002, Member \$32.95, Nonmember \$38.95)

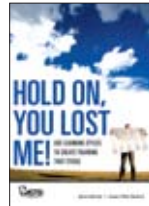
2  **Career Contentment: Don't Settle for Anything Less!**
 By Jeffrey Garton
 (ASTD, 2008, Members \$19.95, Nonmembers \$22.95)


3  **ASTD Handbook for Workplace Learning Professionals**
 Edited by Elaine Biech
 (ASTD, 2008, Members \$99.95, Nonmembers \$139.95)


4  **10 Steps to Successful Business Writing**
 By Jack E. Appleman
 (ASTD, 2008, Members \$17.95, Nonmembers \$19.95)


5  **10 Steps to Be a Successful Manager**
 By Lisa Haneberg
 (ASTD, 2007, Members \$17.95, Nonmembers \$19.95)

6  **10 Steps to Successful Project Management**
 By Lou Russell
 (ASTD, 2007, Members \$17.95, Nonmembers \$19.95)

7  **Hold On, You Lost Me! Use Learning Styles to Create Training That Sticks**
 By Bernice McCarthy and Jeanine O'Neill-Blackwell
 (ASTD, 2007, Members \$27.95, Nonmembers \$32.95)

8  **Succession Planning Basics**
 By Christee Atwood
 (ASTD, 2007, Members \$24.95, Nonmembers \$29.95)

9  **From Average to Awesome: Lessons for Living an Extraordinary Life**
 By Jim Smith Jr.
 (ASTD, 2008, Members \$16.95, Nonmembers \$18.95)

10  **Training Design Basics**
 By Saul Carliner
 (ASTD, 2003, Members \$24.95, Nonmembers \$29.95)

To purchase ASTD books, visit store.astd.org. The ASTD bestsellers list is based on sales generated through October 16, 2008.

BESTSELLERS