

Books

Negotiating the Big Sale

by **Gerard I. Nierenberg.**

Negotiating the Big Sale shows how to find the "everybody wins" solution to any negotiating situation.

The author begins by defining all negotiations in the context of getting and giving, and shows how to view bargaining as an ongoing process. He then describes the goals of a negotiator and ways in which strategies, counter-strategies, and tactics can be used to get the other side to react.

Nierenberg examines what kinds of supportive climates help produce the results a negotiator strives for, and shows how to create them. He stresses that preparation is essential. He also says that understanding needs and having an end goal that everyone wants to implement can bring desired results.

Nierenberg uses much of his book to examine the types of negotiating skills that are needed by buyers and sellers, and he explains how buyers and sellers can acquire these skills and increase their mastery of the process. He also explains the importance of different types of disclosure and offers guidelines on how to handle each.

Key points are noted at the end of each chapter, but they tend to highlight the best one-liners in the chapter rather than the most important concepts to grasp. Readers may prefer to stick to chapters 16 and 17 for a thorough summary and step-by-step guidelines to the negotiating process.

"The primary purpose is not to provide surefire tips on buying and selling. By their nature, these tips impose limits on your creative thinking. Instead, it presents sales negotiation as a process with many surprising twists and turns that eventually may lead not to the division of an

ever-shrinking pie, but to the production of more pie—a pie big enough for everyone."

Gerard Nierenberg is president of the Negotiation Institute and a non-governmental representative to the United Nations.

Negotiating the Big Sale, by Gerard I. Nierenberg. 187 pp. Homewood, IL: Business One Irwin, 800/634-3961, \$24.95.

Circle 245 on reader service card.

The ASTD Reference Guide to Professional Human Resource Development Roles and Competencies

by **William J. Rothwell and Henry J. Sredl.**

This revised edition of the *ASTD Reference Guide to Professional Human Resource Development Roles and Competencies* expands on the 11 key roles of HRD professionals that are described in the association's earlier competency study, *Models for HRD Practice*.

The two-volume guide is organized into eight parts. Volume 1 comprises the first three parts. It provides a comprehensive introduction to the HRD field, presenting key definitions and an analysis of the current state of the practice of HRD. It also provides a section on reviewing and selecting performance-improvement strategies.

In volume 2, the authors offer advice on how to plan professional careers in HRD, review ethical issues associated with HRD work, and note key forces likely to affect the HRD field in the future. They describe ways to improve your skills as a researcher, manager, needs analyst, marketer, and change agent.

The section, Implementing Planned Change, provides important information on such roles as career development advisor, program designer,

Negotiation, leadership, HRD competencies, and training for new businesses are featured in this month's book reviews.

administrator, and instructor or facilitator. It also examines the role of the evaluator in consolidating and evaluating planned change.

William Rothwell is assistant vice-president and management development director for the Franklin Life Insurance Company in Springfield, Illinois. Henry Sredl is a professor and director of professional relations in the training and development program at Oregon State University.

The ASTD Reference Guide to Professional Human Resource Development Roles and Competencies (2d edition), by William J. Rothwell and Henry J. Sredl. 700 pp. Amherst, MA: HRD Press, 800/822-2801. This book can be purchased through ASTD Press, 703/683-8129. Order code: ROAS. Two-volume set \$78 for ASTD members, \$80 for nonmembers.

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Leadership When the Heat's On

by Danny Cox and John Hoover.

Danny Cox and John Hoover provide an upbeat, easy read on how to become the creative, poised, and innovative leader you always wanted to be, in their book *Leadership When the Heat's On*.

The authors begin with their views on the concept of leadership. They also describe 10 characteristics of leadership that managers should strive for, including the following:

- cultivating a high standard of personal ethics
- having a high energy level
- having courage
- going with the urge to create
- helping others grow.

Next, the authors provide seven management skills shown step-by-step that can help managers to deal successfully with all types of job-related problems. The skills discussed are team building, goal setting, time planning, morale building, creativity, problem solving, and managing change.

Cox and Hoover say that improving these skills and applying the described leadership techniques can help managers to develop a high-achievement leadership style that builds confidence in both staff and superiors; to set achievable goals to increase efficiency and productivity; to build motivated, high-performance

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teams; and to find creative ways to beat the competition.

"Leadership is about making a positive difference in people's lives. [This book] is about being the best you can be in an atmosphere of change and uncertainty. Your survival and ultimate effectiveness as a leader, new or veteran, depends largely upon your willingness to work on you.

"First and foremost, this book is a personal improvement manual. The methods, techniques, and principles throughout this book are meant to be woven into your fabric. Any improvements in the leader will eventually be reflected in those who are led."

Danny Cox is a trainer and keynote speaker. John Hoover is an entrepreneur in Southern California.

Leadership When the Heat's On, Danny Cox and John Hoover. 197 pp. New York, NY: McGraw-Hill, 800/722-4726, \$19.95.

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How To Start a Training Program in Your Growing Business

by Carolyn Nilson.

Whether your company has a one-person training operation, a start-up human resources function, or nothing at all, Carolyn Nilson explains in

her latest book why you should invest in training and how you can do it.

How To Start a Training Program in Your Growing Business shows owners and managers of growing businesses how to assess the organization's needs, create a business plan for training, and develop training standards and a training policy.

The author also shows readers how to set budgets, introduce cost-effective training into an organization, and monitor training's bottom-line results.

Each chapter provides guidelines, checklists, charts, procedures, and forms to make every task easier. Case studies illustrate ways in which growing companies have used training and cross-training with dramatic results.

"Solid growth in training, like solid growth in business as a whole, is the result—not the objective—of solid planning. The key lies in customizing training to your company's specific needs. The business plan gives training the opportunity to be proactive, market sensitive, and a visible contributor to corporate profits."

Carolyn Nilson is a trainer and consultant in Sandisfield, Massachusetts.

How To Start a Training Program in Your Growing Business, by Carolyn Nilson. 176 pp. New York, NY: Amacom, 212/586-8100, \$27.95.

Circle 248 on reader service card.

GainManagement: A Process for Building Teamwork, Productivity, and Profitability Throughout Your Organization

by Robert J. Doyle and Paul I. Doyle.

Robert Doyle and Paul Doyle claim that their book, *GainManagement* provides a complete system for management that fosters lasting change and long-term benefits for every body, including employers, employees, shareholders, suppliers, customers, and the community.

"GainManagement" is an innovative management process that goes far beyond gainsharing and similar compensation programs by enabling an organization to create and sustain continuous improvement in four critical areas: productivity, profitability, product quality, and quality of work

life. The system comprises three parts:

- ▶ "GainPlanning"—the management structure and practices needed to direct the company forward
- ▶ "GainMaking"—the day-to-day teamwork process that makes a company succeed
- ▶ "GainSharing"—the financial results and rewards of continuous improvement efforts.

The book combines theory and practical advice on how to implement the GainManagement process. It also includes examples, checklists, anecdotes, and illustrations that can help a company begin working with the process.

"GainManagement is a dynamic process that must be carefully adapted to the unique needs of each organization that uses it. The guidelines in this book should not be followed or applied like a formula or recipe. Everything about it must be molded to fit the people, the situation, and the environment specific to each organization."

Robert Doyle and Paul Doyle are consultants with Delta Management Group in Portland, Oregon.

GainManagement: A Process for Building Teamwork, Productivity, and Profitability Throughout Your Organization, by Robert J. Doyle and Paul I. Doyle. 335 pp. New York, NY: Amacom, 212/586-8100, \$27.95.

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Breakpoint and Beyond: Mastering the Future—Today

by George Land and Beth Jarman.

In the introduction to *Breakpoint and Beyond: Mastering the Future—Today*, authors George Land and Beth Jarman suggest that the reader "approach this book as you would an exploration: Let go of preconceptions as you journey through an unexpected and original interpretation of a world undergoing unprecedented and massive change."

This book has two parts. Part 1 examines nature's growth and change phenomenon; part 2 shows how each of us can translate this into practical skills and tools that can help us cope with changes affecting us in our personal and professional lives.

In the first five chapters, the

authors define what a "breakpoint" is, explain how and why most of us reach breakpoints, and discuss what new rules for success are needed to move beyond these turning points. They contend that understanding the process of evolutionary transformation that creates breakpoints is essential before organizations, individuals, and society can advance into the future.

"The entire notion of change turns out to be amazingly different from what we have long thought it to be. Change actually follows a pattern that results in momentous and seemingly unpredictable shifts. Long periods of great disorder can shift abruptly to regularity, stability, and predictability. Equally long periods of incremental, continuous, and logical advancement shift to an entirely different kind of change—one in which unrelated things combine in creative ways that produce unexpected and powerful results.

"At breakpoint, the rule change is so sharp that continuing to use the old rules not only doesn't work, [but] it erects great, sometimes insurmountable barriers to success."

The next six chapters deal with moving beyond breakpoint by applying the new rules of success. Here the authors provide specific examples of ways individuals are both resisting and creating a new world view. They also provide readers with essential tools that can enhance creativity.

The authors contend that it will be possible to create a different future when we alter the way we "connect"—the way we relate and interact with each other. They offer seven principles of connecting that can improve our interactions with others:

- ▶ See the potentials and possibilities in everyone.
- ▶ Offer mutual support.
- ▶ Extend equality to all people.
- ▶ Bring about the circumstances in which everyone can win.
- ▶ Recognize that whatever you focus on expands.
- ▶ Eliminate judgments.
- ▶ Trust and love one another.

When we integrate the principles into our lives, "it becomes possible to construct a new road map to the future in this era of unprecedented change."

Additional Reading

Total Quality: A User's Guide for Implementation, by Dan Ciampa. 269 pp. Reading, MA: Addison-Wesley, 800/447-2226, \$24.75 (paperback).

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What To Say To Get What You Want, by Sam Deep and Lyle Sussman. 316 pp. Reading, MA: Addison-Wesley, 800/447-2226; \$8.95 U.S., \$11.95 Canada.

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The Second Coming of the Woolly Mammoth: An Entrepreneur's Bible, by Ted S. Frost. 256 pp. Berkeley, CA: Ten Speed Press, 800/841-2665, \$11.95 (paperback).

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The 1992 What Color Is Your Parachute: A Practical Manual for Job-Hunters and Career Changers, by Richard Nelson Bolles. 421 pp. Berkeley, CA: Ten Speed Press, 800/841-2665; \$12.95 (paperback), \$17.95 (hard cover).

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Job-Hunting Tips for the So-Called Handicapped or People Who Have Disabilities, by Richard Nelson Bolles. 61 pp. Berkeley, CA: Ten Speed Press, 800/841-2665; \$4.95 (paperback).

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Inner Excellence: Spiritual Principles of Life-Driven Business, by Carol Orsborn. 160 pp. San Rafael, CA: New World Library, 415/472-2100, \$14.95.

Circle 257 on reader service card.

Cutting Edge Consultants: Succeeding in Today's Explosive Markets, by Lawrence W. Tuller. 270 pp. Englewood Cliffs, NJ: Prentice-Hall, 201/767-5937, \$22.95.

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Guideposts to Self-Directed Learning: Expert Commentary on Essential Concepts, edited by Gary J. Confessore and Sharon J. Confessore. 174 pp. King of Prussia, PA: Organization Design and Development, 215/279-2002, \$29.95.

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ENIOR DIRECTOR, TRAINING

A leading non-profit, healthcare organization with over 11,000 staff in sites throughout the country, is looking for a results-oriented, high energy, training professional to head up one of the most challenging, developmental training experiences of a lifetime. The Senior Director will head up a staff of over 20 training professionals at National Headquarters to provide leadership and corporate oversight for the development and administration of training in over 50 regional sites nationwide. The successful candidate will also monitor and report the effectiveness and compliance of division-wide organizational activities.

This individual must enjoy a fast-paced, quick changing environment and must be a hands-on, trouble-shooter who knows how to get results by establishing positive, collaborative relationships with regional senior management. Requirements for this position include the following:

- 7 to 10 years experience in a corporate, multi-site training program. A minimum of 5 years staff management experience required.
- BS degree is essential; an advanced degree is a plus.
- Excellent administrative and organizational skills required and the ability to employ cost saving, fiscal management techniques.
- Experience in corporate-wide, strategic planning a must.
- In-depth analytical skills and an understanding of adult learning training principles, in a highly regulated industry is required.

The position of Senior Director, Training is a highly visible, growth oriented position. The individual must have a vision for change, and excellent long range, planning skills to be successful. Salaries and benefits are competitive. Minorities are encouraged to apply. If this position fits your profile, please send your resume and current salary to:

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8401 Corporate Drive, Suite 415
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Books

George Land is a general systems scientist and writer in Paradise Valley, Arizona. Beth Jarman is a writer and founding partner with George Land of Leadership 2000, and is also based in Paradise Valley, Arizona.

Breakpoint and Beyond: Mastering the Future—Today. 261 pp. New York, NY: HarperBusiness, 212/207-7581, \$20.

Circle 250 on reader service card.

Serious Creativity: A Systematic Approach To Take You Beyond the Power of Lateral Thinking

by Edward de Bono.

Serious Creativity is Edward de Bono's latest attempt to explain how to be creative on demand. He shows the reader how to use formal tools that help creative thinking become a usable skill instead of a matter of talent, temperament, or luck.

In part 1, de Bono examines the theoretical and practical need for creativity as well as misperceptions about creativity. He also reveals sources of creativity and explores the uses of creative thinking.

Part 2 provides comprehensive, up-to-date coverage of de Bono's lateral-thinking processes, tools, and techniques, including his latest "Six Thinking Hats." It also offers suggestions for applications of each technique.

Part 3 examines the various applications of creative thinking in everyday situations, specifically addressing how creative thinking should be established in ongoing programs such as organizational quality, training, and cost-cutting initiatives. The book also contains four appendixes that can help the reader practice using lateral-thinking techniques.

Edward de Bono is an expert in the field of creative thinking.

Serious Creativity: A Systematic Approach To Take You Beyond the Power of Lateral Thinking. 347 pp. New York, NY: HarperBusiness, 212/207-7000, \$23.

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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.