

Book Reviews

ACHIEVING OBJECTIVES IN MEETINGS

by Richard Cavalier

Corporate Movement, Inc., 360 Lexington Ave., New York, NY 10017
219-page hardback \$14.95

Business meetings and conventions have been complex. Discussion of ideal formulas, the standard "how to" format, is no longer a valid approach to the real problems in structuring and producing a meaningful meeting or convention.

This book is an innovation in "how-to" texts in several ways. It doesn't pretend to be all things to all meeting managers, and so it bypasses the beginner's primer on ashtrays, ice cubes, and seating diagrams. It presents a rationale for every element of the planning, coordination and execution of the meeting. Its information units are self-contained and cross-referenced so you can find needed material quickly. The author recognizes that textbook problems are not the only ones. He builds an understanding of the fundamental stresses and weaknesses of programs both inside and outside the direct control of the meeting manager. As a result, you are better prepared to make the right decisions, even under pressure.

The book is a problem-solving kit for nonpersonal and interpersonal communications, including corporate sales promotion and training; advertising and public relations; employee publications; and syllabus development (with and without lectern scripts) for identifying and correcting people-problems.

The author is also knowledgeable about stage craft and visual media. As a co-originator of convention coordination as a consulting function, he has implemented his methods in the meetings and conventions of many blue chip corporations and major national associations.

Eight chapters cover: The Message and Meanings; Agenda and Control; Tooling Up; Coordination and Control; Handling Hotels; Meetings Abroad; The Producer as a Business Agent; and Show-Biz for Entertainment.

The author says his book features the first document debunking Marshall McLuhan's claim that "the medium is the message;" the first demand for professionalism from meeting industry suppliers as a group; the first championing of adult education as the meeting focus; the first announcement that companies could meet abroad for less or little more than they spend at home; and the first industry endorsement of the PERT method of convention control.

OD EMERGING DIMENSIONS AND CONCEPTS A COLLECTION OF PAPERS

Edited by Thomas H. Patten, Jr., 1972 General Chairman
Organization Development Division

ASTD Order Dept., P.O. Box 5307, Madison, WI 53705
112-page softback \$3, postage incl.

Charles H. Vervalin
Book Review Editor

This little book contains papers on eight facets of organization development. The authors are "hands-on" innovators in the field who describe experience rather than present theory. *OD, MBO and The Reward System* discusses these concepts as a new foundation for

personnel administration. Compensation is described as both developing pay plans to fit the organization and changing an organization to fit a reward system.

Team Building explains what it is as well as guidelines for accomplishment from the first step of assessing the readiness of the group, to the listing of specific exercises and tasks. Comparison of Team Building and T-group experiences shows why and how the former is a much more appropriate strategy for building an effective work group.

Creative Risk Taking Training; A New Tool For Human Resources Development is presented as an alternate learning design aimed at training people to be agents of change and developing greater personal autonomy and openness to new ideas and behavior. Much emphasis is placed on self-directed learning.

Interventions, Strategies and Styles For The OD Oriented Manager presents several diagnostic and intervention strategies and styles that are prerequisite to consulting skills. The interventions encompass ways to examine the group, the organization, the problem and the style of the manager using the managerial grid as a reference.

Political Security and Tough-Mindedness, Essentials For The Internal Change Agent presents experiences of the author which lead him to believe "there are certain trenchant human qualities that a durable OD man simply cannot lack." The conclusion is made that the OD consultant must be "politically secure and firmly rooted in the here and now" to be effective.

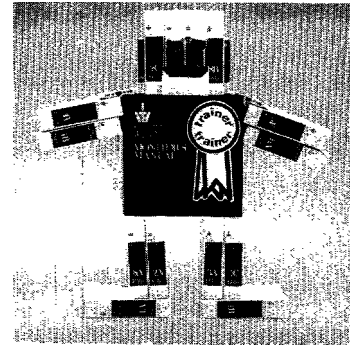
Surveys and Feedback As A Means Of Organization Diagnosis and Change analyzes a case of an OD effort within a university which failed. A survey was subsequently conducted which initiated a successful change effort. The underlying concepts, processes and operational guidelines are explained, including sample items from the questionnaire.

Task Components Of The Commitment Process outlines the integration of organization and personal goals characteristic of a health organization. The results of a research project on levels of agreement between superiors and subordinates to various types of objectives show that in order to maximize commitment, the rewards for accomplishing objectives must be both intrinsic and extrinsic.

OD Workshop Design: Strategy and Techniques explains the use and timing of an organization workshop. Sample workshop objectives and designs for both a manager's workshop and a workshop for subordinate technical and professional people are presented.

PAUL H. CHADDOCK, DIRECTOR
Organization/Manpower Development
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