

New Training Tools

The Business of HR

You've heard it before: It's financially imperative that the training function align itself with business strategies. Can software help?

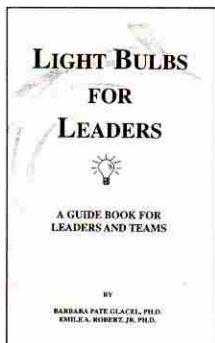
SynergEASE: Bringing Together HR Solutions—from Development Dimensions International—integrates such HR systems as selection, assessment, training, development, and performance management with the organization's vision and values. The software links job-analysis results and the diagnostic results of selection and assessment to training, development, and performance planning.

SynergEASE helps identify the critical skills and behaviors of specific jobs and organization levels. It also generates job audits and stores on-the-job feedback from managers, peers, and customers. The software can help pinpoint behavior-based development needs and creates individual work plans to support a performance-management system.

For more information, contact DDI, Bridgeville, Pennsylvania.

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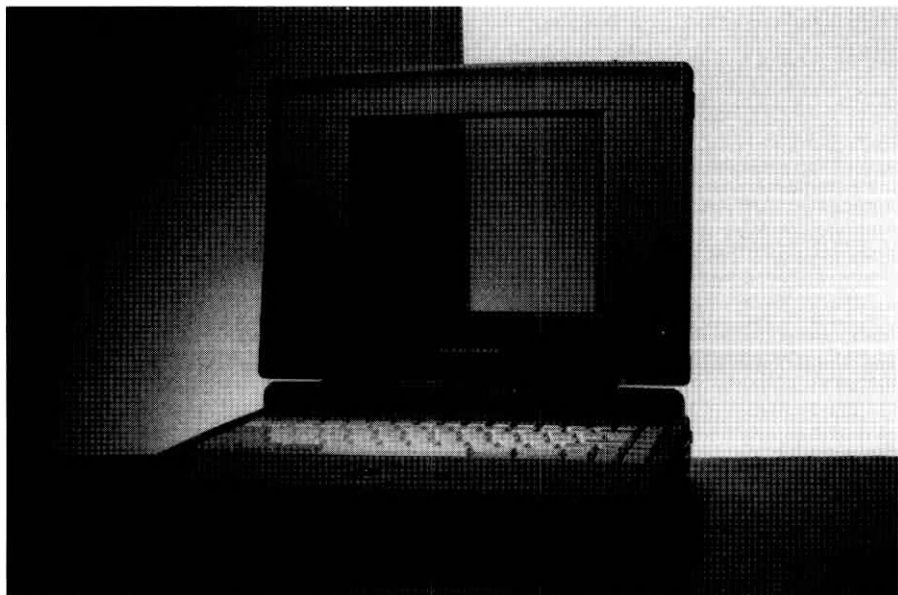
Lighting the Way



Show up, be present, tell the truth, and let go of outcome.

Those are just some of the principles on leadership in *Light Bulbs for Leaders*, a book by Barbara Pate Glacel and Emile

A. Robert, Jr. The guidebook—published by VIMA International—follows the activities of a high-performing team at the fictional Fulcrum



Corporation through the stages of group development: forming, storming, norming, performing, and adjourning. Readers can learn from the team's experiences.

The guide addresses such areas as feedback, communication, checklists, and the assessment of team behavior.

For more information, contact VIMA International, Burke, Virginia.

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Cool Tool

It's a projection panel. No, it's a notebook computer. Actually, it's two tools in one.

Krolman's pcPanel lets mobile presenters unclip the LCD display from the back to turn the notebook computer into a translucent panel. Users can place the panel on an overhead projector for presentations.

The pcPanel includes the latest multimedia PC options, with these features: 512-color backlit panel, Intel processor, 24MB RAM, 510MB removable hard-disk drive, 1.44MB

This month's tools include software, gizmos, and good old book learnin' on leadership, evaluation, presentations, diversity, and creativity. Plus, here's a way out of the loop.

How To Contact

Training & Development Magazine

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Feature Articles We welcome manuscripts for possible publication in *Training & Development*. Contact Customer Service for authors' guidelines. Include a self-addressed, stamped envelope. Phone 703/683-8100. Send manuscripts to Editor Patricia Galagan.

Voice Mail We want to hear your opinions and observations about HRD and *Training & Development*. Send letters to Haidee Allerton; call the Voice Mail phone line, 703/683-9590; or fax a letter to her at 703/683-9203.

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Training 101 Submit brief articles on training basics to Catherine Petri. Phone 703/683-8130.

FaxForum is a monthly survey of readers' opinions. Send ideas for topics to Amy J. Clarke. Fax 703/683-9203.

TechTalk This quarterly column looks at technology trends that affect trainers. Send ideas to Bart Dahmer, Technology Services and Technical Training, Federal Express, 2842 Business Park, Module G, Memphis, TN 38118; 901/369-2751; bdahmer@pipeline.com on the Internet.

Research Capsules This quarterly column summarizes recent HRD research. Send material to Linda Morris, director of Industry Services Education, Ernst & Young, Fairfax Square, Tower 2, 8075 Leesburg Pike, Vienna, VA 22182. Phone 703/903-5000.

Books Send review copies of books to Theresa Minton-Eversole. Phone 703/683-8134.

New Training Tools Send press releases to editor Haidee Allerton on software, tapes, manuals, electronic equipment, and other tools. Phone 703/683-7251.

Working Life Send press releases on trends and tips on work/lifestyle issues to Haidee Allerton. Phone 703/683-7251.

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New Training Tools

floppy-disk drive, 2 x PCMCIA type-II slots, built-in stereo speakers, 16-bit sound card, SCSI-II peripheral-devices port, 5 x I/O ports, and built-in 16mm trackball.

The 7-pound pcPanel also comes with an overhead projector, OHP cable, DC-powered cooling fan, AC charger, carrying case, manual, and software diskettes. The entire package costs \$9,940.

It's sleek and kind of gold all over. Oooh.

For more information, contact Krolman, Toronto, Canada.

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Talk on Tech

A new program from Peirce-Phelps explains the application and effects of visual communication technologies in business. "Competing With Vision: The Interactive Advantage" shows how companies are using videoconferencing and interactive multimedia to become more competitive.

The program consists of two audiocassettes, needs-assessment worksheets, and other materials that help companies understand how new visual communication technologies can reduce cycle time in decision making, product development, and training.

For more information, contact Peirce-Phelps, located in Philadelphia, Pennsylvania.

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Automated Appraisals

Here's a software tool for writing employee performance reviews. Performance Now from Knowledge Point logs information on employees' job performances, coaches users through each step in the appraisal process, and applies users' input to produce customized reviews in just a few minutes.

Using the program, supervisors and managers can evaluate employee performance in such areas as attendance, cooperation, communication, cost consciousness, initiative and innovation, job knowledge, and problem solving. System requirements are Microsoft Windows 3.1 or later version, a 286-based computer with 4MB RAM (386 or higher), any

Lite Tools

Just for fun... Too many meetings, memos, and messages? Make a statement with the "Out of the Loop" mug from Signals. It reads, "I'm out of the loop and that's the way I like it." Your co-workers will envy your independence.

"Out of the Loop" T-shirts and sweatshirts also are available. The 11-ounce mug costs \$6.95, the T-shirt costs \$15, and the sweatshirt costs \$26.

For more information, contact Signals, St. Paul, Minnesota.

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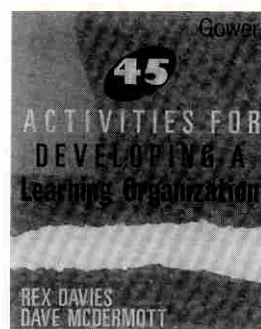
Windows 3.1-compatible graphics card and monitor, and 8MB of space on hard disk for full installation including the tutorial (6MB without the tutorial).

The \$169 package includes four 3.5-inch diskettes and a user's manual.

For more information, contact Knowledge Point, in Petaluma, California.

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Learning About the Learning Organization



The new paradigm of the learning organization requires shifts in thinking and in doing. You can get to there from here.

Gower and Ashgate Publishing are offering *45 Activities for Developing a Learning Organization*, by Rex Davies and Dave McDermott. The workbook describes each activity, the aims, the appropriate situation for use, and trainer tips. A handy index shows which activities apply to the critical areas in creating a learning organization: perception, change management, team building, communication, influence, planning, analysis and reflection, time management, problem solving, decision

making, and creativity.

The 215-page binder costs \$149.95. For more information, contact Ashgate Publishing, Brookfield, Vermont.

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Think Again

Remember the book *Thinkertoys*? The author, Michael R. Michalko—who calls himself an “imagineer”—has now created ThinkPak, a brainstorming card deck released by Ten Speed Press.

The 50 colorful, glossy cards with striking graphics are designed to stimulate new ideas by changing the direction of a discussion in various ways. Write down a topic or challenge and then use either a random or systematic strategy to generate ideas. You can shuffle the deck, draw a card at random, and apply the question on the card to your discussion topic. Or, you can go straight through cards 3 to 47 (cards 1 and 2 contain instructions), one by one, thinking about each set of questions.

The cards suggest trying these approaches: substituting, combining, adapting, magnifying, modifying, putting to other uses, eliminating, rearranging, and reversing. Questions such as “What are the negatives?” and “What isn’t necessary?” prompt discussion.

For example, card 3 asks, “Can you substitute something?” Inspiration is provided by an anecdote on the card about Robert Green, who created the ice-cream sundae in 1874 to get around a ban by Philadelphia clergy on “sucking sodas on Sunday.” ThinkPak comes with the cutest little user’s manual you ever saw. The total cost is \$11.95.

For more information, contact Ten Speed Press, Berkeley, California.

Circle 262 on reader service card.

Diversity Is Here

Managers already face a diverse workforce; more than 50 percent of employees in the United States don’t fit the mold of the able-bodied, native-born, white male.

The Managing Diversity Survival Guide from Irwin Professional Publishing contains more than 80

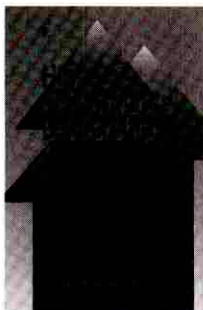
checklists, activities, worksheets, charts, and surveys. The materials—which also include sample agendas and overhead transparency masters on diskette—are ready-to-use and reproducible.

Authors Lee Gardenswartz and Anita Rowe address the diversity-related aspects of such issues as job interviewing, communicating, and managing people. Topics include facilitation, career development, performance evaluation, and team building.

For more information, contact Irwin Professional Publishing, Burr Ridge, Illinois.

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The Tools Bookshelf



Increasingly, employees are thought of as “human capital.” And leaders are expected to make the most of this important asset.

High Performance Leadership by Philip R. Harris—published by HRD Press—explores the importance of effective leadership by supervisors, managers, and executives. The book is based on the premise that leaders have a responsibility to help engender personal growth among employees to increase their productivity, service, and quality.

The 350-page hardcover costs \$24.95. For more information, contact HRD Press, in Amherst, Massachusetts.

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Career Development Skills

Increasingly, personal career development is becoming a shared responsibility of HR practitioners and employees. But what skills do trainers need to help people develop their careers?

Several skills are identified in a survey conducted by the National Occupational Information Coordinating Committee and Oakland University in Michigan.

“Training Needs of Career Development Facilitators” provides information on developing career development curricula and effective internal

training programs. The publication describes the latest assessment instruments and techniques.

Ninety-one percent of survey respondents identified as important to performing their jobs career-counseling skills in listening, clarifying, decision making, and goal setting.

The guide costs \$10. For more information, contact NOICC Training Support Center, located in Stillwater, Oklahoma.

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Balancing Act

Most working adults spend 10 to 20 hours a week—some of them work hours—taking care of personal tasks, according to Work & Home Solutions. Many times, people find it difficult to manage their responsibilities at work and at home.

To help people get organized, Work & Home Solutions offers the 1995 Work and Home Planner to human resource managers for distribution to employees.

The planner comes with eight color-coded, removable stickers with such labels as “work,” “vacation,” “dentist,” “exercise,” and “after-school activities.” Each family member chooses a color and uses the matching stickers so that everyone’s schedule can be deciphered at a glance. The labels provide space to write in specific times and locations for appointments and activities. Each month the calendar features a colorful illustration and useful tips on nutrition, juggling family duties, elder care, and so forth.

The planner is available at bulk discounts for as low as \$6.95. For more information, contact Work & Home Solutions, Boston, Massachusetts.

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“New Training Tools” is compiled and written by **Haidee Allerton**. Send items of interest to “Tools,” Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.