

The Perils of Not Training

High-Risk Training: Managing Training Programs for High-Risk Occupations, by Gary Ward

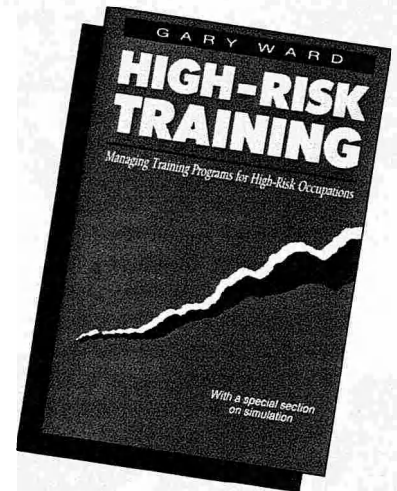
From Three-Mile Island, to the Challenger explosion, to the shooting down of the Iranian airbus and 290 civilians, we've learned some tough lessons about human error. No one wants to make an error that could cost lives or result in catastrophic loss of data or resources. And when humans goof or systems break down, we find the error in training tough to excuse.

Occasional error and failure are realities that must be addressed in training and education programs. The real purpose behind training is

to develop and implement programs that teach the proper knowledge and skills that anticipate and avoid disasters, says author Gary Ward in *High-Risk Training*.

"High-risk endeavors," he writes, "whether old (a police officer on a beat) or new (gene splicing in a sterile laboratory), are still people-based. People make technology work—people in the control rooms of nuclear power plants, . . . people programming a supercomputer for a worldwide business venture, . . . people making triage decisions in a hospital emergency ward. . . ."

Ward's book shows how to develop, implement, and control "a no-nonsense, get-it-done system of training that causes—yes, *causes*—effective on-the-job work." Drawing on personal and professional exper-



iences with high-risk training, this former Marine has written a powerful book in straight-talking language that is targeted to managers, supervisors, and senior decision makers.

Ward highlights eight pitfalls of high-risk training: failing to take training seriously; allowing senior decision makers to discount training; deciding training starts and stops at the facility door; electing to teach adults like children; evaluating trainees too timidly; ignoring the technology of training; concentrating on things rather than people; and defending the perimeter.

Three parts of the book outline how to develop, utilize, and evaluate curriculum, staff, procedures, and records. The fourth part focuses on simulation management and instruction "that moves you past panels, consoles, pictures, and mock-ups into the world beyond facts where trainees must exercise judgment." This book will help you develop a complete training program and document its benefits to an organization, using sample charts, tables, and forms. If you're serious about training for risky situations, take a chance on this book.

The author is an industrial trainer, writer, and consultant with more than 20 years' experience in technical training and industrial education.



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What's in a Handshake?

The Achiever's Profile: 100 Questions & Answers to Sharpen Your Executive Instincts, by Allan Cox

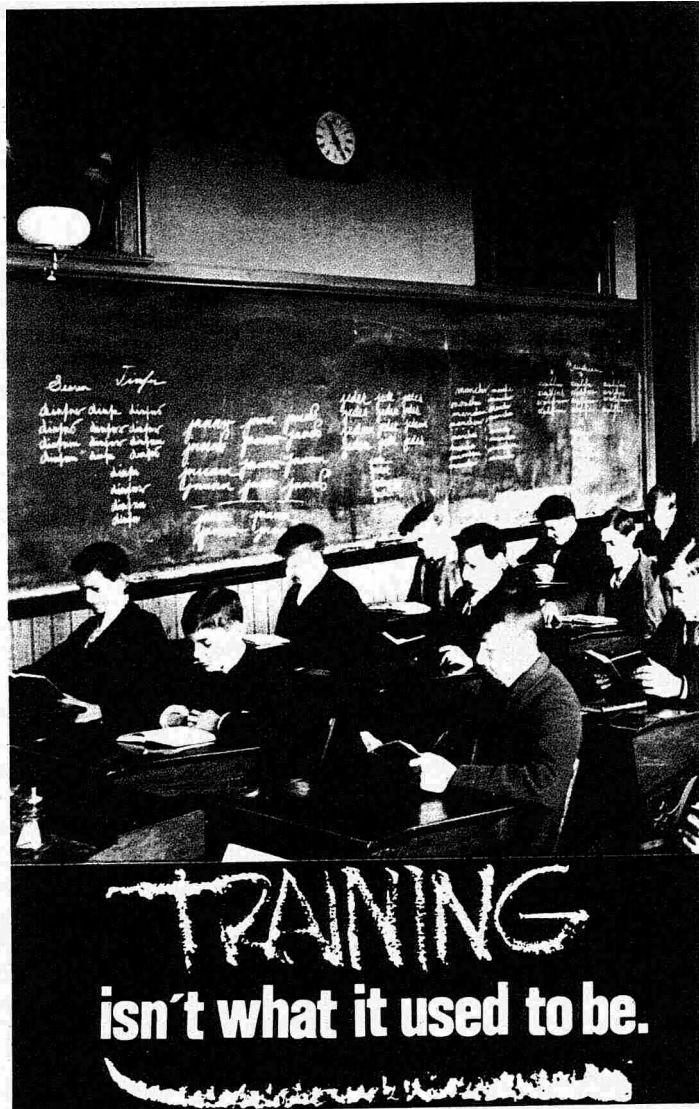
"Acquired any new skills lately? I mean, are you more entrepreneurial than you were this time last year? Have you mastered the art of decision making? Just how much value have you added to yourself in the past 90 days? If you haven't acquired at least one new skill in the past six months, you probably ought to drop back a decade or two until this competitiveness thing blows over."

Allan Cox quotes *Training & Development Journal* editor Pat Galagan in the above paragraph in the opening of his just-released book, *The Achiever's Profile*. This collection of 100 provocative, intelligent, short essays tells how achievers can get the competitive edge in today's business world.

Cox examines the behavior, attitudes, and actions required for people in business to make a positive impact in their companies and their careers. Each two-page essay is based on a question, and readers can tally their answers and rate their achievement quotient in the back of the book. The questions and accompanying essays will help executives assess their degree of proficiency as corporate achievers.

At first glance, this book is deceptively simple. Cox's questions seem relatively straightforward: "Do you believe your subordinates think you welcome new ideas and initiatives from them?" His ensuing discussion and suggested action steps, moreover, require little more than acknowledging or thinking about a situation: "... with your subordinates, make sure the message sent is the message received. The most captivating way is to be a model to them as both a thinker and a doer."

When you read him a second time, Cox points out interesting in-



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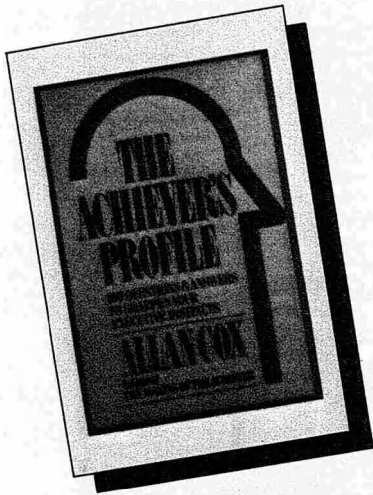
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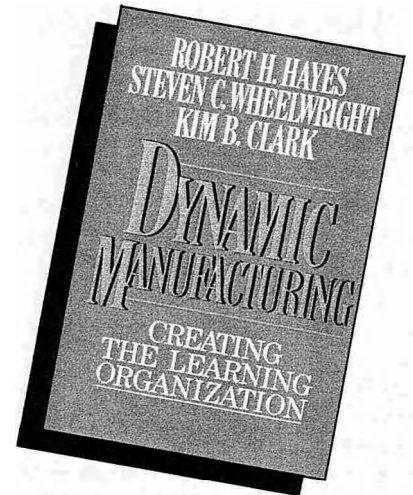
Books



The refreshing, entertaining style and solid, how-to writing in *The Achiever's Profile* will make you want to be back in creative writing class, or leading a discussion in a roomful of bright minds. Don't miss it.

Managing for Tomorrow

Dynamic Manufacturing: Creating the Learning Organization, by Robert H. Hayes, Steven C. Wheelwright, and Kim B. Clark



consistencies in human logic—inconsistencies that often get trainers into hot water. “Right off the bat,” he begins, “the question introduces a key issue in this relationship: clear signals. It asks about a double perception: Do you *believe* your subordinates *think*?” and so forth. He wraps up each essay with practical, here's-how-to-get-beyond-your-dilemma hints.

Cox has an enviable knack for presenting choice quips and wise words by corporate and educational gurus, as well as by jazz musicians, poets, and struggling entrepreneurs—people we in the training world don't turn to often for advice in handling our daily trials.

This book is not about training, but it does present questions and discussions that relate to business, life, and human relations. It asks us to look at a situation and ourselves without distortion, which, as every trainer knows, is often pretty difficult. In that respect, it is a marvelous training tool. Here are a few of the cryptic lead-ins: “Getting Out of the Mind's Way,” “On Being a Clarinet,” “The Discipline of Being There,” “Tempering Your Trust,” “Fleeing Forward,” “Beating the Blips,” “Don't Hesitate, Facilitate!” “The Strength of Vulnerability,” “Making the Now Decisions,” “Work as a Calling,” and so on.

If the United States were again at the forefront of technological innovation, managers worldwide would be diligently studying American techniques and management styles. Were the U.S. leading the way in HRD, international leaders would be clamoring for the secrets of effective employee relations, motivation, selection, and training methods. Instead, American managers are emulating other nations and are spending precious time trying to figure out why the U.S. can't seem to get back on top in world markets.

Dynamic Manufacturing is an offshoot of that recurring competitiveness theme and the notion that only people—in particular, managers—will be able to help truly achieve it. The book stemmed from the authors' disbelief at the reluctance of technological leaders to respond “aggressively to the erosion of their world markets.” The theme of Chapter 3, “Managing as If Tomorrow Mattered,” sums up their point of view.

The authors use solid case studies to contrast prevailing views of human resources in the factory—command and control vs. continual improvement. They spotlight top companies that are breaking out of the “command and control” mentality and are creating new relationships that involve workers and managers. They compare leading-

edge companies that are changing and expanding with others that are sinking in their own corporate quagmires.

Winning companies, the authors claim, “focus on creating value for customers, continual improvement, quick adaptability to change, and extracting the full potential of their human resources.” Winners emphasize experimentation, risk, integration, training, and building critical organizational capabilities.

Dynamic Manufacturing explores investing and budgeting, measuring performance, developing products and processes, and managing human resources. Step-by-step, it shows managers how to build a manufacturing advantage by modifying attitudes, reinforcing necessary functions, and making a direct commitment to those changes. “Many companies have the inherent capability to become manufacturing powerhouses, but they must choose to do so before it is too late,” the authors write.

Twelve well-researched, well-documented chapters and two appendices—one on analyzing profit and ROI and the other on measuring productivity—contribute to this impressive and eye-opening volume. The authors' style and rousing effect is reminiscent of Alvin Toffler in

Books

Future Shock. So, for those of you ready to shake yourselves out of your lethargy and take action, these authors have some compelling insights.

Hayes is professor of management technology at the Harvard Business School. Wheelwright is professor of management at Stanford University. Clark is professor of business administration at Harvard.

High-Risk Training: Managing Training Programs for High-Risk Occupations. 277 pp. New York, NY: Nichols Publishing. \$38.50.
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The Achiever's Profile: 100 Questions & Answers to Sharpen Your Executive Instincts. 318 pp. New

York, NY: AMACOM (a division of the American Management Association). \$17.95.

Circle No. 181 on Reader Service Card.

Dynamic Manufacturing: Creating the Learning Organization. 429 pp. New York, NY: The Free Press. \$24.95.

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"Books" is written by Susan Sonnesyn. Send inquiries and books for consideration to: Books, Training & Development Journal, 1630 Duke St., Box 1443, Alexandria, VA 22313.

Additional Reading

Designing Effective Organizations: The Sociotechnical Systems Perspective, by William A. Pasmore. 200 pp. New York, NY: John Wiley & Sons. \$34.95.

On-The-Level: Performance Communication that Works, by Patricia McLagan and Peter Krembs. 124 pp. St. Paul, MN: McLagan International, Inc. \$19.95.

Organizational Troubleshooters: Resolving Problems with Customers and Employees, by James T. Ziegenfuss, Jr. 200 pp. San Francisco, CA: Jossey-Bass Publishers. \$21.95.

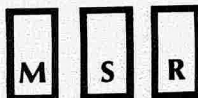
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