

No More Monday Morning Blues

Straight Talk for Monday Morning: Creating Values, Vision, and Vitality at Work, by Allan Cox.

Hundreds of books have been written recently that define the concept of work teams and explain how to put one together. While Allan Cox supports the premise that teamwork is the way to achieve superior performance in American industry, his latest book does not provide us with another step-by-step procedural guide for building work teams.

Instead, *Straight Talk for Monday Morning* addresses the concept of nurturing a team. It provides insights into the interpersonal relationships of team members and the individual characteristics that must be present for a team to be successful. At the beginning of the book, Cox describes what he believes are the building blocks of team effectiveness and introduces themes that highlight the various facets of human authenticity needed to ensure effectiveness.

"In 25 years of consulting with top managements, I've heard ample talk about teams, but have seen very few teams in action. Teams get to be teams by learning to be teams. Training in teamwork is required. Study of the human animal is required. Interpersonal competence is required. People linked together by task also are required to be bonded in mind—not for reasons of group-think, but on the contrary, to debate with sensitivity the merits of various ideas and options. Finally, what's required is becoming expert in the group processes that assure full expression of the diversity and authenticity of you and all your teammates."

Cox examines several behavior dimensions of authenticity required for team effectiveness. He presents them in 100 essays that demonstrate the importance of such qualities as the ability to listen, encourage, and share experiences while displaying vulnerability and discretion and fostering a sense of humor. Each essay was inspired by a question that prompts a point of view sup-

porting personal authenticity.

Each theme concludes with essential lessons called "fast takes" that are recommended to help an organization's work teams reach higher levels of effectiveness.

"This all boils down to a quickened, new way to work. As with learning any new skills, we're clumsy at first and not at all sure of ourselves. But the key is practice by carrying out the action steps at the end of each essay. In fact, without such action steps, you can't meet the effective team style described in the introduction. By consciously giving hard thought to what you have to do to improve yourself as a team member—and then practicing what you think—you begin to come of age and get your legs."

Allan Cox is president of the management consulting firm Allan Cox & Associates and a contributing author to *Success* magazine.

Straight Talk for Monday Morning: Creating Values, Vision, and Vitality at Work. 376 pp. New York, NY: John Wiley & Sons, 212/850-6000, \$19.95.

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It's as Easy as . . .

Making It Work: Turning Strategy Into Action Throughout Your Organization, by Alan Weiss.

Poor execution is the primary reason most strategies fail and most strategic goals remain unmet, according to *Making It Work* author Alan Weiss.

"Or, to be more concise, it is the result of a weak connection between the strategic vision—the 'what' the organization is to become—and the implementation—the 'how' of the organization's approach to attain that vision.

Strategic formulation devoid of planning for its implementation is like learning all the chess openings but never playing a game, or conceptualizing the great American novel but never sitting down at the keyboard. No responsible executive has the right to engage in strategic formulation unless he or she also engages in the planning of strategy implementation and actively participates in that implementation."

In *Making It Work* Weiss uncovers the processes top organizations use to realize their visions. He explains how managers can use the fundamental techniques of leadership and communication to turn thought into action. Through the use of charts, diagrams, and checklists, Weiss shows how these techniques and employee empowerment help develop strategic planning and focus implementation at each level of the organization in order to meet its ultimate goals—even during times of crisis.

"These three skills—decision making, communication, and leadership—are crucial individual competencies required for successful strategy implementation. The more they are possessed and the more people who possess them, the better equipped your individuals are to implement strategic change. There is gold in all of our organizations, in our ability to define our own destinies and our own contributions to our environment. The mining is a lot easier when all of the organization's people are searching for it together."

Alan Weiss is president of Summit Consulting Group, which specializes in organization and management development.

Making It Work: Turning Strategy Into Action Throughout Your Organization. 282 pp. New York, NY: HarperBusiness, 212/207-7000, \$24.95.

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You Lead—They'll Follow

Leadership Skills: Standout Performance for Human Resource Managers, by William R. Tracey.

Human resource issues today are becoming increasingly complicated because of the growing complexity of the business world. Human resource professionals who have been trained to manage are now being required to lead.

Leadership Skills is a handbook designed for the human resource manager who wants to expand his or her role from administrator to leader in order to break the "HR ceiling" and claim a spot on the executive level. The book focuses on

four critical components of effective HR management—business, people, personal issues, and technical expertise—and explains how to use 15 crucial leadership skills to help instill the highest levels of commitment and productivity among employees.

"The future of human resources development and utilization—that is, the future of American enterprise—hinges on how HR managers develop and use their power and influence and how they apply their leadership in organizations.

"The effectiveness of HR managers as leaders rests in their ability to create and communicate a vision and to get people at all levels to buy into that vision. They must sense the constantly changing currents in their departments, the organization as a whole, and the external environment; recognize sensitive changes, trends, and developments; and lead their organizations in such a way that the mission is ac-

complished and serious problems do not arise.

"This requires the ability to make an accurate evaluation of the specific events that are taking place, moving from symptoms to causes, and supply the skillful actions needed to mitigate the causes."

William Tracey is president of Human Resources of Cape Cod, Inc.

Leadership Skills: Standout Performance for Human Resource Managers. 401 pp. New York, NY: Amacom Books, 212/903-8087, \$59.95.

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The Wave of the Future

Future Work: Seven Critical Forces Reshaping Work and the Work Force in North America, by Joseph F. Coates, Jennifer Jarratt, and John B. Mahaffie.

Future Work identifies 37 trends that are likely to influence the North American workforce in the

next 15 years and interprets their implications for present and future human resources planning.

The authors present the trends in a clear, concise format and categorize them into seven thematic groups that cover such subjects as demographics and diversity, home/work life integration, HRD and education, and globalization. Each theme features a description of a related trend, together with an overview of forces that may change its direction or overturn it, a statement of HR implications, and an outline of opportunities for action.

An accompanying workbook helps the reader explore the themes and includes questions, structured exercises, points for group discussion, techniques for assessing the trend's affects on a specific workforce, and options for action.

"The point of learning about the future is to build that knowledge into today's actions. An organization looks into the future to uncover

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assumptions, both about the organization's future and about its present condition, that previously had been hidden or unstated. The intention is to discover and recognize opportunities, threats, wild cards, and constraints that may arise to clarify where the organization must cope and where it can act."

Joseph Coates is president of J.F. Coates, Inc., and adjunct professor at George Washington University. Jennifer Jarratt is vice-president and John Mahaffie is an associate with the same company.

Future Work: Seven Critical Forces Reshaping Work and the Work Force in North America. 445 pp. (workbook, 121 pp.) San Francisco, CA: Jossey-Bass, 415/433-1767, \$42.50. (workbook, \$12.50). Circle 248 on reader service card.

Cream or Sugar?

Is Coffee Break the Best Part of Your Day? by Dick Leatherman.

In this book, author Dick Leatherman shows how managing time effectively and developing strong work habits can help anyone become more productive and truly enjoy life. By relating his personal experiences and insights, he also explains how you can be a positive influence on others by changing the way you manage your career and personal life to maximize your efficiency.

"I remember my first job—as a plumber's helper. How I hated that job! But I became pretty good at unclogging stopped-up commodes, digging ditches, and threading pipe. In other words, I got so I could do the job. But I was still a lousy employee. I goofed off, took long coffee breaks, [took] even longer lunch breaks, and always looked for ways of getting out of work.

"The following summer, I was assigned to work with Ike. Ike was the hardest-working person I'd ever seen—and one of the happiest. Forced by the necessity to keep up with him, I became more productive. And as I became more productive, I began to feel great satisfaction in being competent. So he became my model of what it meant to work. And what I learned that summer many years ago has

become a deep part of me ever since."

In addition to Leatherman's anecdotal, practical advice on effective communication, problem solving, decision making, time management, and planning, each chapter contains valuable worksheets and checklists that can help organize your efforts.

"I believe work can be fun," Leatherman says. "Maybe my values

appear to be a bit old-fashioned. That's OK. I've seen old-fashioned values like these make people, organizations, and countries genuinely successful. So this book is for those who never had a chance to work for an 'Ike.' "

Dick Leatherman is a management consultant and CEO of International Training Consultants, Inc.

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Your Day? 167 pp. Amherst, MA: Human Resource Development Press, 800/822-2801 or 413/253-3490. Hardcover \$24.95; paperback \$12.95.
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Over 50 Can Be Nifty

The Older Worker: Effective Strategies for Management and Human Resource Development, by Noreen Hale.

Several recent studies have cited evidence that shows that by the year 2010 workers over the age of 55 could constitute more than 25 percent of the workforce. The reason is that fewer young people are entering the workforce, while the baby boom generation is moving toward retirement.

Consequently, how to integrate the older worker into the rapidly changing makeup of corporate America is becoming one of the most important issues companies must address.

The Older Worker is a book designed to help HRD professionals and managers in serving the training, education, development, and personnel requirements of employees over the age of 50.

Hale offers a guide to human resource programs that cultivate the full potential of older workers and incorporate a wholistic view of this population segment. Management must strive to achieve such a view in order to dispel the current destructive stereotypes used to categorize seniors.

"It is important for managers of older workers to remember that there are great individual differences in aging. A 50-year-old may be physically aged 40, and aged 30 in terms of being a self-starter, ready to take on a new and challenging project. Supervisors need to learn to focus on what gains and retentions there are with aging, not on what has been lost. While physical changes and social and role changes and tasks may prove imposing, individuals respond differently and, in part, according to their net resources—financial, health, psychological, and social."

Noreen Hale is director of program development at National-Louis University in Illinois.

The Older Worker: Effective Strategies for Management and Human Resource Development. 175 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$23.95.

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Dynamic Interaction

The Complete Theory-to-Practice Handbook of Adult Literacy: Curriculum Design and Teaching Approaches, by Rena Soifer, Martha E. Irwin, Barbara M. Crumrine, Emo Honzaki, Blair K. Simmons, and Deborah L. Young.

Well over 20 million Americans are incapable of reading at what are considered "adult levels of functioning." While that number is staggering—and increasing—the problem is not new. Historically, however, the outcry for adult literacy and education programs has rendered little.

But since the early eighties, business managers have recognized that workers need such training because of the new, intense competition among industrialized nations, the increased use of technologically advanced equipment, changing demographics, and changing job requirements.

"The technological and information systems available to individuals at both home and work have accentuated the differences in opportunities available to those who have well-developed literacy skills and those who do not. On the one hand, technology is reducing the literacy skills needed to complete tasks; on the other hand, the skills needed to develop and control these technologies are becoming increasingly complex.

"While the needs of the work force do not require that all individuals have advanced literacy skills, the lack of such skills can prevent them from attaining positions that they may desire."

The Complete Handbook of Adult Literacy contains guidelines for teaching approaches and curriculum development based on recent research about adult learning

and the reading and writing processes. It is based on the premise that "whole language teaching and learning principles provide a viable framework for effective adult literacy programs."

"Literacy does not simply mean acquiring or improving reading and writing skills, completing GED examinations, and being able to manipulate computer programs. These are merely considered means to much more important goals central to effective adult literacy programs: self-realization, awareness of reality of change and the need for lifelong learning, and the abilities of learning how to learn."

In other words, functional literacy is, "the possession of skills perceived as necessary by particular persons and groups to fulfill their own self-determined objectives as family and community members, citizens, consumers, job-holders, and members of social, religious, or other associations of their choosing."

The early chapters of the book describe the whole learning framework and explain how the dynamic interactions associated with reading should be incorporated into all phases of adult literacy programs, whether they relate to reading skills, GED preparation, technology, or computer-based instruction.

Later chapters offer examples and suggestions of various teaching methods and techniques.

"Meaningful education enriches people and affects them for a lifetime. Involvement in dynamic, interactive programs engages adults in purposeful learning that gives more dimension to their work and personal lives. The benefits spread to family, friends, and the community as a whole."

All of the authors are associated with Eastern Michigan University.

The Complete Theory-to-Practice Handbook of Adult Literacy: Curriculum Design and Teaching Approaches. 212 pp. New York, NY: Teachers College Press, 212/678-3777, \$17.95.

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Integrating Diversity

The Integration of Women in Management: A Guide for Human Resources and Management Development Specialists, by Anne-Marie Rizzo and Carmen Mendez.

The Integration of Women in Management presents Rizzo's and Mendez's examination of whether gender-based differences are pervasive in the workplace and, if so, how they influence the work practices of men and women. The authors begin by looking at common stereotypes of working women and explain how these contribute to the underutilization and devaluation of women in the workplace.

"Although we might like to wave a magic wand and make the use of stereotypes disappear, we cannot discount the level to which they effectively infiltrate our organizations. They are widely held and used by both men and women and consequently affect how individuals make decisions and evaluate others. Changing these views requires a more far-reaching agenda that provides women with challenging situations to demonstrate their ability to succeed and provides others in the organization with the opportunity to observe women who are functioning as effective managers or administrators."

Rizzo and Mendez propose a model for organizational integration and suggest a series of creative strategies human resources practitioners can use to develop employees, devise action training programs, build work teams, and strengthen the overall capacities of women to become organizational change agents.

"Organizational integration can be interpreted as the two-way process of involving members: in the best of a range of scenarios, individuals can have influence over others and upon organizational activities such as goal setting. In other words, they can be agents who initiate, are capable of leading, and contribute to significant events. Empowerment is therefore a formulation combining feelings of power, control, and efficacy with that

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special kind of emancipation gained through self-reflection and critical insight into power relationships."

Anne-Marie Rizzo is a professor of public administration at Tennessee State University, Nashville. Carmen Mendez is a professor in the department of public administration and the director of budget and administration for the College of Education at Florida International University.

The Integration of Women in Management: A Guide for Human Resources and Management Development Specialists. 206 pp. Westport, CT: Quorum Books, 203/226-3571, \$39.95.
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Understand, Visualize, Create

Strategic Choices: Supremacy, Survival, or Sayonara, by Kenneth Primozic, Edward Primozic, and Joe Leben.

Strategic Choices presents a new approach to gaining a strategic ad-

vantage in today's global market. Based on a cooperative approach to strategic planning rather than the old top-down approach, the authors describe step by step how to accomplish the following:

- formulate a strategic vision
- develop strategies and tactics to implement that vision
- achieve competitive advantage in any part of the organization.

This process is further addressed in each of the book's three parts. Part 1 defines the new ways of thinking that will help in formulating a strategic vision for yourself, your department or division, and your organization by introducing the use of an innovation arrow to address key elements of vision, strategy, tactics, implementation, and operations.

Part 2 introduces techniques for developing effective strategies for achieving the vision that Part 1 helps to form and articulate. Discussion includes the changing roles of management, describes the new mindsets required for the organiza-

tion to remain competitive.

"In formulating a vision, we must understand the waves of innovation through which the organization is passing with respect to the use of technology, determine new ways of exploiting experience curve strategies, and identify how the organization can begin to redefine the power relationships that exist in the organization's sector of the economy."

Part 3 presents new planning methods that are necessary for achieving strategic advantage. They can be used to aid in forming a vision, actualizing that vision, and building the new organization that is required to be successful in today's global marketplace.

Kenneth and Edward Primozic work as business development and management consultants with IBM and IBM customers. Joe Leben is an independent consultant and author in the information systems industry.

Strategic Choices: Supremacy, Survival, or Sayonara. 272 pp. New York, NY: McGraw-Hill, 800/722-4726, \$24.95.

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Evolutionary Society

Creative Work: The Constructive Role of Business in a Transforming Society, by Willis Harman and John Hormann.

A profound transformation currently is underway; the authors of *Creative Work* believe it is the largest societal change since the Industrial Revolution. The social, political, environmental, and technological changes are making it necessary to redefine work and the role it plays in people's lives.

Creative Work attempts to explain the transformation and explores its global ramifications on the world economy and society as a whole.

"We attempt to explore the hypothesis that

- "whole-system change will be required for the major societal and global problems to become solvable
- "at some deep intuitive level people seem to sense this, and as a result spontaneous social movements and experiments have arisen