



## BOOK REVIEWS

### DESIGNING TRAINING AND DEVELOPMENT SYSTEMS

By W R. Tracy

American Management Assn 135 W 50th St , New York, N Y 10020  
432-page hardback

\$20 00

Is management squeezing you about the cost effectiveness of your programs? This book may help you. It walks the reader through seven phases of designing a systematic approach

1. Identify T & D needs, immediate and long range.
2. Collect and analyze job data to insure that programs are relevant to work the trainees will do.
3. Devise evaluating instruments to validate the system
4. Choose the best strategy to suit specific needs
5. Set standards and procedures for determining types and quantities of equipment needed to support the program for five years.
6. Synthesize objectives, content, strategy and evaluation into lesson plans and programs of instruction.
7. Measure instruction system's effectiveness by collecting and analyzing data

Appendices offer a cost analysis form and a measurement scheme to evaluate proposals for contract training

### VALUE MANAGEMENT

By E D Heller

Addison-Wesley, Reading, Mass 01867

232-page hardback

\$12 50

Here's a book with a built-in outline of a value-engineering workshop for potential training managers. References to appropriate sections of the text guide the course leader. Supplemental references and film recommendations are included. The proposed course runs 40 hours (10 four-hour sessions).

The book itself is an appropriate training text. Designed for the manager, it offers a plan for setting up and carrying out a value program and cost reduction program. Fundamentals, organization, staffing, management and training are covered. Also dealt with are contractual aspects, subcontractor programs, planning, reporting and technical aspects of a plan for cost-reduction management.

### SENSE AND NONSENSE . COMMUNICATION

By Alfred Fleishman

Int'l Society for General Semantics, Box 2469, San Francisco, Calif , 94126  
80-page softback

\$2 00

Strangely enough, some books on communication do not communicate very well. This one does. It is brief, well illustrated and explicit. The author has milked the best data from semanticists Alfred Korzybski, S.I Hayakawa, Wendell Johnson, Irving Lee and others. He converted what these learned gentlemen had to say into a neatly-woven document on how communication "breaks down," and what active steps we can take in dealing with people to prevent these "gaps."

The book uses widely spaced large type and clever pictures to ease reading and keep the reader engaged. The average person should be able to get through it in about an hour and a half.

The illustrations suggest some useful ideas for slides, flip charts, etc., for the trainer who plans a program on communication dynamics. Or, the book itself can be viewed as a communication program text.

CHARLES VERVALIN  
*Book Review Editor*