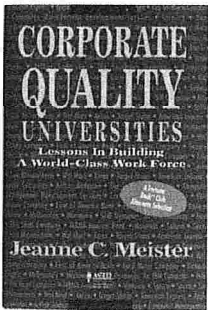


Books

Corporate Quality Universities: Lessons in Building a World-Class Work Force

by *Jeanne C. Meister.*



Jeanne Meister profiles 30 top U.S. learning organizations and shows how they stay that way, in her book *Corporate Quality Universities*.

So what is a corporate quality university? Ac-

ording to the author, the term is used to describe a corporate infrastructure that supports a training program designed to build a culture of continuous learning. A company can do this in an off-site facility or internally. Meister says that a competitive training curriculum should integrate three Cs: corporate citizenship, contextual framework, and core workplace competencies. She lists four guidelines to follow when designing such a curriculum.

First, companies must provide employees at all levels with an understanding of the values, culture, and mission of the organization.

Next, they must identify the competencies needed for each job and develop training for each employee that ensures mastery of these competencies and meets the strategic needs of the business.

Another important factor is instilling the motivation to learn and improve in all employees.

And finally, trainers should expand their function to include partnerships with the company's key customers and suppliers.

Meister does not imply that following these guidelines is easy. But she does show how world-class companies such as Texaco, Wal-

Mart, Corning, and Motorola develop their best training practices to address four skill groups:

- ▶ learning skills, basic skills, and interpersonal skills
- ▶ creative-thinking and problem-solving skills
- ▶ leadership and visioning skills
- ▶ self-management skills.

An appendix at the end of the book lists the names and addresses of the featured companies, for readers who want more information on particular programs.

"These companies are taking a proactive role in developing educational systems and cooperative partnerships to create world-class employees who are able to function successfully within the changing workplace. [But] investment in training alone will not produce the type of productivity increases we, as a country, are striving for.

"Instead, it is the combination of investing in training and experimenting with a myriad of ways to encourage employees to learn as they work that distinguishes the approaches taken by these companies. In addition to redesigning the work environment, [they] have recognized [that] promoting a culture of lifelong learning implies that employees *want* to learn and feel a sense of urgency that continuous learning is needed for survival in the marketplace."

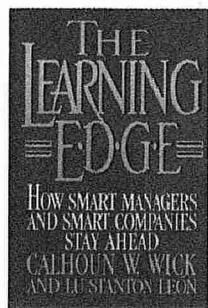
Corporate Quality Universities: Lessons in Building a World-Class Work Force, by Jeanne C. Meister. 255 pp. Burr Ridge, IL: Irwin Professional Publishing with the American Society for Training and Development. This book can be purchased through ASTD Press, 703/683-8100. Order code: MECQ. \$38 for ASTD members, \$40 for nonmembers.

Circle 245 on reader service card.

This month's reviews cover such topics as learning organizations, classroom instruction, teamwork, and personal development.

The Learning Edge: How Smart Managers and Smart Companies Stay Ahead

by Calhoun W. Wick and Lu Stanton Leon.



Everyone knows that one of the best ways to learn is through our experience. Calhoun W. Wick and Lu Stanton Leon say capitalizing on this type of learning is the key to all organizations' and individuals' success or demise.

In *The Learning Edge*, the authors present a blueprint for intentional learning that companies and their managers can integrate into their everyday work. Following their advice can help ensure that companies and people capitalize on what they learn and remain vital in the marketplace.

The five-step process is derived from the authors' research, which is explained in part 1. Part 2 focuses on how individuals can use the process

Ordering Information

For more information on any book listed in this column, circle the corresponding number on the reader service card and drop the card in the mail.

If you'd like to telephone a publisher, see the phone numbers listed here and on the reader service page. And please be sure to say that you read about the book in *Training & Development!*

To order books that are available from ASTD Press, please call 703/683-8100. Order all other books through the publishers.

to increase their worth to their organizations. Essential learning strategies addressed include identifying learning goals, developing detailed learning action plans and implementation strategies, and evaluating accomplishments and how learning took place.

Part 3 presents a formula for creating a learning organization. According to the authors, measuring a company

against the formula can help identify its strengths and its learning weaknesses. This section also features interviews with CEOs, who present their insights into how intentional learning provided solutions to their real-life business problems.

The final part of this book provides an in-depth look at five learning organizations.

"It all boils down to the ability and passion to learn. Smart managers and smart companies discover ways to create the capabilities they need for success and put them into action before their rivals, resulting in increased value to their customers.

"In an environment where learning thrives, the process as well as the end product tells the tale: People are happier, production runs more smoothly, errors and defects decrease, customers are pleased, and profits are up."

The Learning Edge: How Smart Managers and Smart Companies Stay Ahead, by Calhoun W. Wick and Lu Stanton Leon. 232 pp. New York, NY: McGraw-Hill. This book can be purchased through ASTD Press, 703/683-8100. Order code: WILE. \$21 for ASTD members, \$23 for nonmembers. **Circle 246 on reader service card.**

B O O K B I T E S

Frontal Assault on Status Quo: What's Management's Role?

Each month, "BookBites" features a popular business book, along with a question for readers to answer in 50 words or less. We will publish as many of the responses as possible in future "Books" columns. We may edit for space.

This month's book is *Control Your Destiny or Someone Else Will*, by Noel Tichy. (Published by Doubleday, 383 pp. This book can be purchased through ASTD Press, 703/683-8100. Order code: TICY. \$22 for ASTD members, \$24 for nonmembers.)

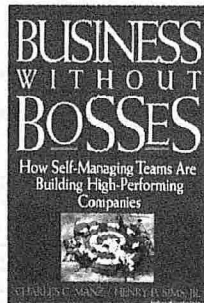
Tichy focuses on the transformation of General Electric and its CEO, Jack Welch, to illustrate the importance of leadership and the effects it can have on an organization. What is senior management's most important leadership role? What should cor-

porate leaders do to reduce employees' resistance to change?

Please fax your response to Theresa Minton-Eversole at 703/683-9203. Or mail it to "BookBites," *Training & Development*, ASTD, 1640 King Street, Box 1443, Alexandria, VA 22313-2043. Please include your name and address, so we can contact you if necessary before publishing your response.

Business Without Bosses: How Self-Managing Teams Are Building High-Performing Companies

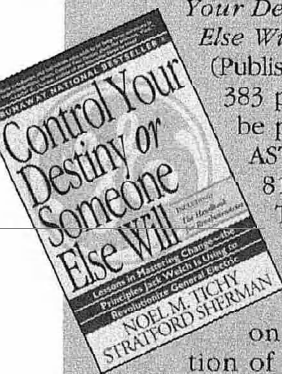
by Charles C. Manz and Henry P. Sims.



Business Without Bosses is touted as a second-generation book about teams. According to authors Charles Manz and Henry Sims, earlier books introduced the concept of self-managed teams

and explained how they could transform the workplace. What the books didn't explain was how to run such teams. This book does explain how and presents the information from the perspectives of companies that are doing so.

Each chapter features a self-managed team that is in a specific stage of development. The teams are part of such companies as Texas Instruments, IDS Financial Services, and Charrette.



Readers can learn team members' views about the opportunities and challenges of implementing teams and sustaining them through each stage of development. Specific topics include the day-to-day operations of an established team, the good and bad aspects of teams, and the team implementation process. Other chapters examine one company's strategy team and an international quality team.

"We cannot overstate the importance of recognizing that we need one another if we are to recapture our competitive edge and successfully meet the demands of the new century. Many organizations are successfully meeting the competitiveness challenge with a significant shift toward teams.

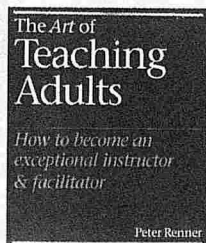
"We need the best that everyone has to offer. Teams lead to improved productivity and better quality. They provide a sense of dignity and fulfillment for the working man and woman. Each employee must become a self-leader—a confident, capable, uniquely valuable resource within a business without bosses."

Business Without Bosses: How Self-Managing Teams Are Building High-Performing Companies, by Charles C. Manz and Henry P. Sims. 238 pp. New York, NY: John Wiley & Sons. This book can be purchased through ASTD Press, 703/683-8100. Order code: MABW. \$23 for ASTD members, \$25 for nonmembers.

Circle 247 on reader service card.

The Art of Teaching Adults: How To Become an Exceptional Instructor and Facilitator

by Peter Renner.



Peter Renner laments that teachers as well as learners all too often rely on a limited repertoire of techniques to stimulate participation, acquire

skills and information, and promote individual learning. His experience as a teacher of trainers and a group facilitator have enabled him to refine his own presentations, and he shares his advice in his book *The Art of Teaching Adults*.

Renner begins by explaining how an instructor or facilitator can

Creating Your Future: Personal Strategic Planning for Professionals

by George L. Morrisey.



GUEST REVIEWER
Robert Worley

The following book is reviewed by Robert Worley, vice-president of the outplacement firm Manchester, 1800 K Street NW, Suite 910, Washington, DC 20006.

Strategic planning is a business concept that most professionals would find difficult to apply on a personal level. But George Morrisey's latest book, *Creating Your Future*, presents a systematic planning process that can help readers build and maintain a balanced life.

Whether you work for a diversified organization, a professional-services firm, or your own company, the first step is to establish strategic values that can help you stay focused on your career-path options. Examples of such values discussed in the book include family concerns, financial security, professional or peer recognition, and principles. Morrisey provides a decision matrix for readers to use to rank the importance of these values in order to isolate the most crucial determinant of future courses of action.

"By keeping these priorities in mind, you will be able to identify and implement changes in your work and your life that will bring you much closer to personal fulfillment," Morrisey says.

The next step an individual must take is to prepare a personal mission statement, which is the foundation for all your present and future activities. The chapter describing the step-by-step process for reflecting, discussing, evaluating, and modifying the statement is excellent; it alone is worth the price of the book. The author shares a series of questions readers can answer to help develop a statement, and he provides examples of

completed mission statements to show the elements to include. The mission statement should

- articulate the specific kind of business and profession in which you should be involved
- determine what not to do as you pursue your career and your life
- communicate your philosophy and values
- create a professional image.

After completing the mission statement, the author explains how to make it a "living document" that you can refer to regularly when making important career and life decisions. Specifically he describes how to analyze personal areas such as family and relationships, health, rest and recreation, cultural pursuits, and community and professional service. He also explains how to analyze areas of career growth, business development, and personal financial planning.

"The strategic action plan is the bridge between your long-range strategic plan and your short-term tactical or operational plan. Having determined your long-term objectives, you then have to identify the most appropriate way to carry them out, and lay out the specific steps required to include

the what, when, how much, and who. You are now ready to make your future become a reality."

Morrisey includes forms and checklists that can help readers get where they want to be by planning carefully and establishing realistic schedules for making the plans viable. An annotated bibliography lists numerous books that offer more information.

"The plan is a dynamic, living document that will guide you in a positive direction while permitting you to adjust your path or even move in a different direction when it makes sense to do so."

Creating Your Future: Personal Strategic Planning for Professionals, by George L. Morrisey. 196 pp. San Francisco, CA: Berrett-Koehler, 800/929-2929, \$15.95.

Circle 249 on reader service card.



TRAINING & DEVELOPMENT

Statement of Ownership, Management, and Circulation

U.S. Postal Service Form 3526 (Required by U.S.C. 3685)

1A.	Title of publication: <i>Training & Development</i> .
1B.	Publication number: 1055-9760.
2.	Date of filing: February 24, 1994.
3.	Frequency of issue: Monthly.
3A.	Number of issues published annually: 12.
3B.	Annual subscription price: \$85 (ASTD national members receive it for \$60 as part of their membership dues).
4.	Complete mailing address of known office of publication: 1640 King Street, Box 1443, Alexandria, VA 22313-2043.
5.	Complete mailing address of headquarters or general business offices of the publisher: 1640 King Street, Box 1443, Alexandria, VA 22313-2043.
6.	Full names and complete mailing address of publisher, editor, and managing editor. Publisher: Curtis Plott. Editor: Patricia Galagan. Managing Editor: Catherine Petrini. Address for all three: ASTD, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.
7.	Owner's full name and complete mailing address: American Society for Training and Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.
8.	Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities: None.
9.	For completion by nonprofit organizations authorized to mail at special rates (DMM Section 423.12 only). The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes <i>has not changed during the preceding 12 months</i> .
10.	EXTENT AND NATURE OF CIRCULATION.
10A.	Total number of copies (net press run). Average number of copies of each issue during the preceding 12 months: 36,456. Actual number of copies of single issue published nearest to filing date: 41,592.
10B.	Paid and/or requested circulation. 1. Sales through dealers and carriers, street vendors, and counter sales. Average (preceding 12 months): 0. Actual (issue nearest to filing date): 0. 2. Mail subscription (paid and/or requested). Average (preceding 12 months): 33,150. Actual (issue nearest to filing date): 35,311.
10C.	Total paid and/or requested circulation (sum of 10B1 and 10B2). Average (preceding 12 months): 33,150. Actual (issue nearest to filing date): 35,311.
10D.	Free distribution by mail, carrier, or other means (samples, complimentary, and other free copies). Average (preceding 12 months): 657. Actual (issue nearest to filing date): 4,055.
10E.	Total distribution (sum of 10C and 10D). Average (preceding 12 months): 33,807. Actual (issue nearest to filing date): 39,366.
10F.	Copies not distributed. 1. Office use, left over, unaccounted for, or spoiled after printing. Average (for the preceding 12 months): 2,649. Actual (issue nearest to filing date): 2,226. 2. Return from news agents. Average (for the preceding 12 months): 0. Actual (issue nearest to filing date): 0.
10G.	Total (sum of 10E, 10F1, and 10F2—should equal net press run shown in 10A). Average (preceding 12 months): 36,456. Actual (issue nearest to filing date): 41,592.
11.	I certify that the statements made by me above are correct and complete: <i>Patricia Galagan, editor</i> .

Books

enhance learning and increase interest even before a learning event begins, by thoroughly planning each session and creatively infusing life into the presentation.

The author leaves no stone unturned when offering fresh approaches to such time-honored techniques as discussions, role plays, small-group activities, and lectures. He explains when to use such techniques as brainstorming, case-study analysis, and learning circles.

He also includes sections on when to enlist the help of outside subject matter experts and how to provide learning experiences outside the classroom. And he describes ways to formulate questions, individualize assignments and accommodate different learning styles, design tests and quizzes, give and receive feedback, and assess a course.

"This book contains a variety of

information, from the most practical aspects of the classroom—room setups, flipcharts, lesson planning—to techniques [that] can create agreeable learning climates, acknowledge participants' individuality, and help them come to grips with a given subject."

The Art of Teaching Adults: How To Become an Exceptional Instructor and Facilitator, by Peter Renner. 140 pp. Vancouver, British Columbia, Canada: Training Associates Limited. This book can be purchased through ASTD Press, 703/683-8100. Order code: READ. \$24 for ASTD members, \$26 for nonmembers.

Circle 248 on reader service card.

"**Books**" is compiled and written by **Theresa Minton-Eversole**. Send books for consideration to Books Editor, Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.

Additional Reading

Quantum Quality: Quality Improvement Through Innovation, Learning, and Creativity, by William C. Miller. 180 pp. White Plains, NY: Quality Resources, 800/247-8519, \$19.95.

Circle 250 on reader service card.

Collaborative Selling: How To Gain the Competitive Advantage in Sales, by Tony Alessandra and Rick Barrera. 239 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$14.95.

Circle 251 on reader service card.

Healing the Wounds: Overcoming the Trauma of Layoffs and Revitalizing Downsized Organizations, by David M. Noer. 248 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$22.95.

Circle 252 on reader service card.

Golden Rule Management: Give Respect, Get Results, by Stephen J. Holoviak. 118 pp. Reading, MA: Addison-Wesley, 800/447-2226, \$16.95.

Circle 253 on reader service card.

How To Run Seminars and Workshops: Presentation Skills for Consultants, Trainers, and Teachers, by Robert L. Jolles. 240 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$16.95.

Circle 254 on reader service card.

Why Customers Don't Do What You Want Them To Do—And What To Do About It, by Ferdinand F. Fournies. 224 pp. New York, NY: McGraw-Hill, 800/262-4729, \$12.95.

Circle 255 on reader service card.

Finding, Hiring, and Keeping the Best Employees, by Robert Half. 227 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$22.50.

Circle 256 on reader service card.

The Minority Career Guide: What African Americans, Hispanics, and Asian Americans Must Know To Succeed in Corporate America, by Michael F. Kastre, Nydia Rodriguez Kastre, and Alfred G. Edwards. 187 pp. Princeton, NJ: Peterson's, 800/338-3282, \$12.95.

Circle 257 on reader service card.

The Team Building Tool Kit: Tips, Tactics, and Rules for Effective Workplace Teams, by Deborah Harrington-Mackin. 177 pp. New York, NY: AMACOM, 212/586-8100, \$17.95.

Circle 258 on reader service card.

Profiles for Performance: Total Quality Methods for Reducing Cycle Time, by Jack H. Fooks. 136 pp. Reading, MA: Addison-Wesley, 800/447-2226, \$24.95.

Circle 259 on reader service card.