

BOOK REVIEWS

EFFECTIVE SMALL GROUP COMMUNICATION

by E.G. and N.C. Bormann

Burgess Publishing Co., 426 S. 6th St., Minneapolis, Minn. 55415

102-page softback

\$1.95

This book provides a way for the trainer to bridge the gap between what the experts know about small group communication and what beginners need to know. Moreover, the book provides information in a way that frees class time for student exercises and projects.

This tightly written book is complete and self contained. Trainees need no additional material to have a meaningful learning experience. Trainees participating in small group learning situations in modular scheduling will profit, even if they get no further instruction in small group communication.

Part 1, *The Dynamics of Good Groups*, covers: definition of a work group; the proper size for good groups; group socialization; evaluating the work group; cohesiveness, a key to successful work groups; group process; building cohesive groups; building a positive climate; review; test material.

Part 2, *Leadership*, goes into: role of the leader; the way leaders emerge; lessons of leadership; steps to natural leadership; formal leadership; review; test material.

Part 3, *Small Group Communication*, covers: communication process; problem of effective communication; cohesiveness; communicating through meetings; planning and leading meetings; if a group member creates a problem; if the group creates a problem; review; test.

Three checklists include *Before the Meeting*, *After the Meeting*, and *Your Own Leadership*. The appendix outlines trainee projects for experience.

GUIDE TO MANPOWER TRAINING

by John Colbert and Marcia Hohn

Behavioral Publications, 2852 Broadway, New York, N.Y. 10025

112-page hardback

This is a manual for operating personnel in manpower training programs. It has two basic purposes: to help the staff recognize major problems experienced by socially disadvantaged adult trainees, and to provide a range of practical methods for helping trainees cope with these problems.

The first section deals with use of a team approach. It explains the roles and organization of staff teams, team-trainee relationships and methods and techniques for effective use of teams. Theory and practice are interrelated.

The second section discusses the administrative side of manpower programs. It includes a proposed model for training manpower personnel. The final sections discuss the philosophy behind manpower programs and personal qualms and confusion experienced by operating personnel.

CHARLES VERVALIN
Book Review Editor

Thirteen chapters; Setting, Staff, Students; Team Building; Receiving the New Trainee; Skill Team-Trainee Evaluation of Each Other; Dealing With Special Problems; Group Meeting Curriculum; Saying Goodbye to the Trainee; Following Up the Trainee; Administrators Discuss the Manpower Training Program; Training Manpower Training Personnel; Purposes of a Skill Training Program; Industry and Training of Hard-Core Unemployed; Masters, Servants, Charges.

THE LAW AND PERSONNEL TESTING

by W.C. Byham and M.E. Spitzer

American Management Association, 135 W. 50th St., New York, N.Y. 10020

238-page hardback

\$14.00

The selection of trainees in many programs is influenced by equal-opportunity laws. This book focuses on legal and humanitarian aspects of selecting applicants for jobs and training, and the use of personnel tests in the process. It offers practical advice on using validated tests to insure each applicant an efficient, effective, unbiased assessment of his skills, knowledge and aptitudes.

In addition to personnel tests, the book discusses such important areas as (1) alternative means to predict job or training success, (2) effective recruitment programs and procedures, (3) current federal and local legislation affecting recruitment and selection, and (4) special programs companies are using to bring about fair employment.

Nine chapters: Equal Employment and the Employment Process; Government and Union Activities; Recruitment; Fairness and Accuracy of Tests; Role of Selection Procedures; Job-Relatedness; Differential Validity; Affirmative Action in Selection and Assessment; Special Programs.

Four excellent appendixes cover: Guidelines for Selection Procedures; Department of Labor Proposed Testing and Selection Procedures; Supreme Court Decision — Griggs vs. Duke Power Co.; and Selection Practices Audit Information Questionnaire.

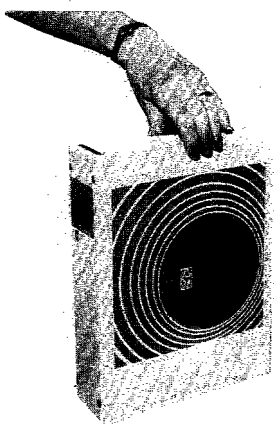
PROBLEMS AND POLICIES IN PERSONNEL MANAGEMENT

by J.W. Towle, S.H. Schoen, and R.L. Hilgert

Houghton Mifflin, 110 Tremont St., Boston, Mass. 02107

Casebook, 358-page softback, \$5.95; Instructor's Manual, 140-page softback, \$3.50

This book contains 46 cases in seven sections. Section titles, followed by the number of cases, include: The Personnel Management Function (3); The Cultural Framework of Personnel Management (4); People at Work (7); Organization for Management (7); Selection and Development (9); Compensating the Workforce(9); and Employee Representation — Role of the Labor Union (7). The cases themselves are diversified and well written.



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ORDER DEPARTMENT

**American Society for
Training and Development**

P.O. Box 5307 Madison, Wis. 53705

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An unusual and worthwhile highlight of this book is a section giving the company personnel-policy statements of 11 companies — mostly large U.S. corporations. The contrast and correlary statements in these profiles would make interesting discussion in a management development program.

The accompanying instructor's guide offers cross references from the cases to chapters in selected books on personnel management, organizational behavior and human relations. It also defines techniques for case study and role playing. An unusual and useful aspect of the guide is its explanation of how to administer written case-analysis assignments to trainees, and how to evaluate their responses.

THE SMALL MEETING PLANNER

by Leslie E. This

Gulf Publishing Co., P.O. Box 2608, Houston, Texas 77001

234-page hardback

\$7.95

This is a much-needed book. I would recommend it to any manager, any executive, any person who must coordinate the efforts of people in groups.

The brief descriptions and application of "Methods Applicable to Groups of Varying Sizes" are particularly cogent and pragmatic. From "case study" to "symposium" the author covers the ball park — 28 "methods" in all. I'd recommend that every teacher I know read and reflect on Dr. This's "Techniques to Expedite Discussion."

The most important chapter in the book, however, might be Ch. 12, "Meeting Evaluation." A sample from that chapter will portray the conversational style that makes the book good reading:

Increasingly in recent years there has been an effort to correlate meeting objectives with evaluations. Ten years ago meeting objectives were globally stated and promised the impossible. Since they could not be evaluated, creature comforts — like, "Did you like the coffee?" — were evaluated. There is a tendency now to state objectives more simply and realistically. When this is done, the evaluation can more realistically gauge whether or not the meeting accomplished the objectives. This move is in quite the right direction.

Leslie This has written a book that is "in quite the right direction." I'll wager that you'll mark dozens of passages, as I've done.

Joseph A. Rice, Ph.D.
Coordinator: "Communication in Organizations Program"
College of Business Administration
University of Houston



Death of a Salesman.

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