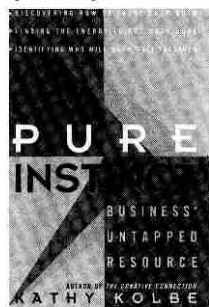


Books

Pure Instinct: Business' Untapped Resource

by Kathy Kolbe.



Kathy Kolbe shows how using our instincts can lead to improved performance and job satisfaction in her book *Pure Instinct: Business' Untapped Resource*.

The author begins by defining what she calls “striving instincts,” or those universal, creative instincts that all people have and use in problem-solving situations. They are probing, patterning, innovating, and demonstrating. She then pairs these instincts with three operating zones—prevent, respond, and initiate—which she defines as the perspectives through which people naturally use their striving instincts.

Next she explains how the combination of these instincts within the particular zones form an individual's modus operandi, or MO. She also describes how the energy from each instinct triggers one of four action modes within which people operate: fact finding, following through, quick starting, and implementing.

Kolbe goes on to explain how the combinations of instincts, operating zones, and action modes influence how people make career decisions and develop organizational strategies. For example, Kolbe says, “Accommodating change is no problem for people who [operate in the responsive mode of] Quick Start. They'll go along if you change your mind at the last minute and want to see a different movie.

“Don't expect the same from those who operate in the preventive zone of Quick Start. They keep

changes from getting out of hand, trying instead to reach agreement on what will stay the same.”

To support her argument regarding the importance of instincts in business, Kolbe refers to such companies as American Express, Intel, Kodak, and Honeywell and looks at how they have changed the ways they hire and train employees, build teams, and develop and sell products.

Kolbe also describes ways to measure these instincts on an instrument she has developed, the Kolbe Conative Index. This is a self-analysis questionnaire that readers can complete and mail in for analysis. For a fee, you can receive results that identify your conative strengths, or MO. For an additional fee, test results are accompanied by prescriptions for professional and career development and an audiotape on ways to make the most of your particular operating style. The package also includes a questionnaire to complete and send in to receive an interpretation of your self-expectations in a job situation.

“There are several things we can do to improve performance. First, trust our instincts. Second, target specific goals by giving them the highest level of effort—our commitment of mental energy. Third, temper our efforts with reason. Once we have taken these steps, our conative talents—the behavior that combines and integrates motivation, instinctive energy, will, and reason into productive effort—will reflect our true character.”

Kathy Kolbe is an entrepreneur and productivity expert based in Phoenix, Arizona.

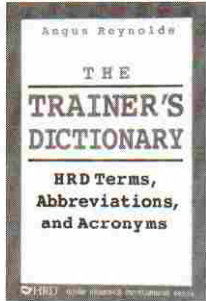
Pure Instinct: Business' Untapped Resource, by Kathy Kolbe. 353 pp. New York, NY: Times Books, 800/733-3000; \$25 (U.S.), \$32 (Canada).

Circle 245 on reader service card.

This month's books cover the power of instincts, testing, HRD terminology, AIDS awareness and policy, and corporate culture gone awry.

The Trainer's Dictionary: HRD Terms, Abbreviations, and Acronyms

by Angus Reynolds.



Need the definitions of lateral thinking and relay teaching? They're in here. Or maybe you need to know what the acronyms CAI and IFTDO stand for. They're in here too. In fact, every-

thing from "Abilene paradox" to "z-score" can be found in Angus Reynolds's *The Trainer's Dictionary*.

The book is the most comprehensive reference for HRD terms this reviewer has read, containing the most frequently used and essential terms, acronyms, initials, and abbreviations for HRD and training professionals. And Reynolds and his panel of expert consultants have made sure to cross-reference everything to ease use.

The book lists entries alphabetically and includes famous names in the field, as well as popular HRD-related publications. To help newcomers to the field get up to speed quickly, the author includes a list of 100 essential HRD terms at the end of the book. These terms are marked as such in the alphabetical listing. There also are terms that two or more members of the book's expert review panel considered to be part of a basic HRD vocabulary. These are marked in the listing as well.

Following the definitions and list of essential HRD vocabulary words is an alphabetized list of acronyms and abbreviations. These are paired with their spelled-out versions in order to help readers locate the correct dictionary entry.

"Terms appear in the dictionary because they are written and spoken in our field. Some of them describe techniques or concepts you might consider using. [But] remember, inclusion is recognition of a use of a term, not endorsement of a method."

Angus Reynolds is an instructional technologist for EG&G Energy Measurements and lives in New York.

The Trainer's Dictionary: HRD Terms, Abbreviations, and Acronyms, by Angus Reynolds. 289 pp. Amherst, MA: Human Resource Development

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!*

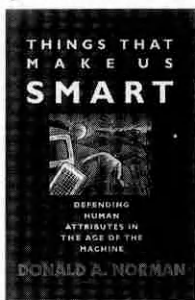
To order books that are available from ASTD Press, please call 703/683-8100. Order all other books through the publishers.

Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: RETD. Priority code: BUM. \$19 for ASTD members; \$20 for nonmembers.

Circle 246 on reader service card.

Things That Make Us Smart: Defending Human Attributes in the Age of the Machine

by Donald A. Norman.



"Society has unwittingly fallen into a machine-centered orientation to life—one that emphasizes the needs of technology over those of people, forcing [us] into a supporting role

for which we are most unsuited."

Donald Norman, a cognitive scientist who researches the development of tools that aid the mind, says it doesn't have to be this way. He says technology should serve us, and he explains how we should use it in his latest book, *Things That Make Us Smart*.

Norman's solution to reversing the equivalent of technological slavery is not to halt the development of advanced technology. Instead, he hopes to influence the way technology is developed and used. His goal is to instill a greater understanding of how the human mind navigates through information and interacts with the technology it creates.

Using numerous examples of how

people organize ideas and objects, the author discusses how various representations of information can help, hinder, and manipulate us.

Human/machine interfaces are designed according to the machine's standard of precise, repetitive, and accurate actions, says Norman. But they ignore human attributes such as irony, ambiguity, and distractibility. They also do not accommodate people's preference for anecdotes over data or their need for spatial orientation. His advice is to design more effective, compatible tools by keeping these human attributes in mind.

"Design should be like telling a story. The design team should start by considering the tasks the artifact is intended to serve and the people who will use it. [The team] must include expertise in human cognition, social interaction, the task that is to be supported, and the technologies that will be used. The best artifacts will become invisible, fitting the task so perfectly that they merge with it. They will be a delight to use."

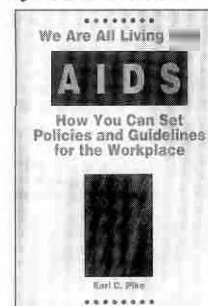
Donald Norman is the founding chair of the Department of Cognitive Science at the University of California in San Diego and is an Apple Fellow at Apple Computer.

Things That Make Us Smart: Defending Human Attributes in the Age of the Machine, by Donald A. Norman. 290 pp. Reading, MA: Addison-Wesley, 617/944-3700; \$22.95 (U.S.), \$29.95 (Canada).

Circle 247 on reader service card.

We Are All Living With AIDS: How You Can Set Policies and Guidelines for the Workplace

by Earl C. Pike.



Earl Pike believes that many organizations haven't developed needed HIV/AIDS policies because they don't know how or where to begin. His book, *We Are All Living With AIDS*, provides

organizations with information that can serve as a needed push in the right direction to policy development and implementation.

"I have come to recognize how

critical the organization's role is, and will be, in fighting this epidemic—both in terms of treating clients and employees with HIV or AIDS well, and in terms of providing education and support for behavior change to reduce the transmission of HIV.”

The book is divided into four parts. In part 1, Pike describes eight HIV/AIDS subtopics that organizations should address to ensure that their policies are comprehensive. Among the topics discussed:

- ▶ ethical basis for policy
- ▶ discrimination
- ▶ access to services and benefits
- ▶ infection control and universal precautions
- ▶ client and staff education
- ▶ HIV antibody testing
- ▶ confidentiality
- ▶ issues regarding clinical care of HIV-infected people.

Also included in this section are workplace readiness, HIV/AIDS awareness, and additudinal surveys that can help organizations gauge their levels of preparedness for developing and implementing policy.

In part 2, Pike outlines a six-step process for developing HIV/AIDS policy. The process includes the decision-making, researching, surveying and assessing, planning, implementing, and evaluating phases. This section also provides several sample policies and agendas that policy-planning groups can use to work through policy development.

Part 3 presents special policy considerations that organizations need to address for particular populations. Part 4 includes several informative resource sheets on HIV/AIDS and related topics, which can be used to train and educate workers.

“Policymakers may be hesitant to develop policy when some discussions are not yet fully resolved, believing it better to wait. Nothing could be further from the truth. Although debate continues, the vast body of knowledge and the mass of policy derived from it is constant. Administrators need not avoid policy development for fear that ‘things will change.’ If anything, workplaces should be concerned about the absence of policy and the legal vulnerability that such absence creates.”

Earl Pike is the AIDS and Training

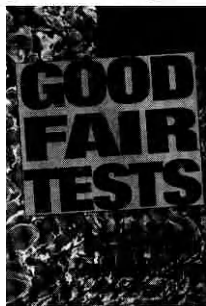
Coordinator for the Chemical and Dependency Program Division of the Minnesota Department of Human Services.

We Are All Living With AIDS: How You Can Set Policies and Guidelines for the Workplace, by Earl C. Pike. 396 pp. Minneapolis, MN: Deaconess Press, 800/544-8207; \$14.95 (U.S.), \$16.95 (Canada).

Circle 248 on reader service card.

Good Fair Tests: Test Design and Implementation

by **Odin Westgaard.**



Odin Westgaard goes back to the basics in his book *Good Fair Tests*, which shows how to reconcile the needs of both the test administrator and the test taker.

This comprehensive reference guide provides everything readers need to create, customize, and administer effective tests that measure the test taker's competency while causing minimal stress.

Westgaard begins with a definition: “A test is a deliberate attempt by people to acquire information about themselves or others. ... The information acquired depends on the reason for the test.”

The author then uses hundreds of examples to illustrate how to use his 15-step test-development process. He also discusses the dos and don'ts of testing and explains when to use what kinds of tests.

“I like tests. I think they are good things, tools that can serve all of us well. [Testing] well can bring health and vigor to organizations and their people. Knowing tests can and should be good and fair can profit all of us.”

Odin Westgaard is a nationally known expert in measurement and evaluation.

Good Fair Tests: Test Design and Implementation, by Odin Westgaard. 407 pp. Amherst, MA: Human Resource Development Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: WEGF. Priority code: BUM. \$45 for ASTD members, \$50 for nonmembers.

Circle 249 on reader service card.

Lifetime Employment

by **Floyd Kemske.**

Lifetime Employment is an example of a genre of books that is becoming quite popular—the business novel. Author Floyd Kemske tells a suspenseful tale of the inner workings of the fictitious company, Growth Services, in which a policy of lifetime employment guarantees anything but job security. The following excerpt reveals the key modus operandi used for succession planning:



“Faith and Gene finally found themselves alone in the elevator.

“Some of us in Operations are glad you're coming, Gene,” Faith said. “We want you to kill Larry.”

“The elevator slowed and stopped. The arrival signal chimed, and the doors opened. ‘I'll get back to you on that,’ Gene said.

“He knew what it meant when Cynthia sent him down here to reorganize. He was not required to leave Larry alive. But the situation was more dangerous than he thought. If both your boss and your subordinates want you to kill somebody, you'll probably end up having to do it.”

Floyd Kemske is an editor of trade magazines and lives in Melrose, Massachusetts.

Lifetime Employment, by Floyd Kemske. 236 pp. Highland Park, NJ: Catbird Press, 908/572-0816, \$19.95.

Circle 250 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.