

# New Training Tools

## Art Imitates Life

Salenger Films suggests using its new training video, "George Bailey Takes a Risk," as a session starter. It features a sequence from director Frank Capra's classic film, "It's a Wonderful Life," in which Bailey—played by Jimmy Stewart—faces a crisis that threatens to ruin his business.

The video aims to stimulate discussion on such topics as decision making, panic, problem solving, leadership, commitment, and empowerment. A leader's guide offers lesson plans on risk taking and crisis management.

The purchase price is \$310; the cost to rent is \$110. For more information, contact Salenger Films, Santa Monica, California.

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## From A to Z

There are more than 145 group games in the *Encyclopedia of Games for Trainers*. The activity book also includes a section on the role of training games, key reasons for using them, guidelines for developing your own training games, and an index of games by training objectives.

The *Encyclopedia of Games*, which comes in a three-ring binder, costs \$139. For more information, contact HRD Press, Amherst, Massachusetts.

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## Get Busy

HRD Press also offers a series of workbooks on a variety of topics, with 50 activities in each of the following areas: team building, unblocking organizational communication, creativity and problem solving,



American film classic. "It's a Wonderful Life"

and developing managerial skills.

The three-ring binders contain fully reproducible role plays, exercises, icebreakers, and games. Also included are trainer's notes and guidelines, descriptions of activity objectives, and a quick reference index.

The price of each workbook is \$139. For more information, contact HRD Press, Amherst, Massachusetts.

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## Nascent Instructional Instruments

The above phrase might be a way to say "new training tools" while playing Paraphrase—a game that can be used to improve language skills, to stimulate creativity, and as an icebreaker.

The game challenges players to "put it another way"—to reword common phrases or to recognize clichés that have been cleverly or humorously rephrased. To play, participants

*A new training video uses the classic film, "It's a Wonderful Life," to stimulate discussion on decision making, leadership, and commitment.*

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## New Training Tools

draw a card on which there is a commonly used phrase on one side and the same phrase reworded on the other side. Participants can try to closely match the reworded phrase, or they can read the reworded expression and try to guess its more common equivalent. Examples of phrase pairs are collision curriculum (crash course), bulky brie (big cheese), and marsupial tribunal (kangaroo court).

The creators—a married couple who invented Paraphrase on a long car trip—say that AT&T used the game in its Quest program to improve employees' decision making skills through the selection of the most appropriate paraphrases. The couple is working on a computer version for Apple Macintosh.

The game consists of 700 phrase cards, a one-minute timer, and instructions. The cost is \$26.95. For more information, contact L. Cee Enterprises, Somerville, New Jersey. **Circle 263 on reader service card.**

## Joker's Wild



Voltaire compared life to a game of cards; each player must accept the cards dealt. But in Diversity—a card game from Applied Creativity—you can improve your hand.

Diversity aims to help people gain insight into co-workers' thinking styles and to help them work together more effectively and more productively.

Cards come in four colors, each of which represents a different thinking-style preference. Styles described on the cards include industrious (green), interpersonal (red), problem solving (blue), and integrating (yellow).

A facilitator deals five cards to

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If you'd like to telephone a manufacturer, turn to the reader service page for phone numbers. But please be sure to say that you read about the product in *Training & Development!*

each participant. Participants then arrange their cards in order, starting with the cards that best describe them and ending with the cards least like them. Participants can trade with each other to get cards that better represent them and thereby improve their hands. A manual provides discussion points for various stages of the game.

According to Applied Creativity, the game can be used as an ice-breaker and as a guide for building cohesive teams, assembling teams of similar or diverse styles, and involving people in an overview of thinking-style preferences.

The game contains two decks of 64 cards per deck, 75 plastic card holders, a display cloth, and an instruction manual. Up to 10 people can play using one deck.

The cost is \$60. For more information, contact Applied Creativity, Seminole, Florida.

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## Full Circle

SkillScope—from the Center for Creative Leadership—is a feedback instrument for assessing the managerial strengths and developmental needs of a firm's management staff.

The SkillScope instrument provides confidential, 360-degree feedback from a manager's superiors, peers, and subordinates.

The assessment contains a checklist of 98 managerial skills organized into 15 skill areas such as identifying problems and communicating information. Feedback providers rate a

manager on such skills as "seeks information energetically," "makes points effectively," and "spots problems and trends early."

On each of the 98 skills, managers get feedback on how they rate themselves compared with how their co-workers rate them. The results are presented graphically.

The program can also generate group-profile data, with an overview of the strengths and the developmental needs of a group of managers in an organization.

For more information, contact the Center for Creative Leadership, Greensboro, North Carolina.

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## Rating the Raters

The Center for Creative Leadership also offers *Feedback to Managers*—a two-volume guidebook for evaluating feedback tools. Volume I offers techniques for evaluating multirater feedback instruments; Volume II is a review and comparison of 16 multirater feedback instruments.

Volume I shows step-by-step how to assess a feedback instrument before deciding whether to purchase it. Volume II depicts each of the instruments being reviewed, explains how to use it, and tells you how to get it.

For more information, contact the Center for Creative Leadership, Greensboro, North Carolina.

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## Catch More Flies With Honey

Organizational restructuring tends to give rise to innovative managerial styles—such as "sweet persuasion." The sweet-persuasion formula—as described in the video, "Sweet Persuasion: The Illustrated Guide to Unparalleled Management Success"—aims to help people establish positive working relationships.

In a series of vignettes, actor Mason Adams (from the television series, "Lou Grant") and sales training consultant Paul Karasik demonstrate techniques for handling a variety of situations in the sweet-persuasion style. The video covers

## Lite Tools

*Just for fun....* Be the first in your workplace—and probably this hemisphere—to own a tin-can briefcase, crafted by Kenyan artisans who turn colorful recycled tin cans into beautiful, functional attaches. The *piece de resistance* is that they're lined with comic strip sections from French newspapers distributed in Kenya.

The briefcases come in regular size (9 by 11 inches) for \$89, full size (12 by 16 inches) for \$129, and lunch-box size (for your sardine sandwiches) for \$58. Each briefcase is unique. When you think about it, they're all unique—unless, of course, you already have a tin-can briefcase.

For more information, contact The Daily Planet, New York, New York.

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key points such as establishing and evaluating goals, building rapport, and creating personal recipes for success.

A leader's guide provides review questions and instructions for discussion on the video. Karasik has also written a book with the same title that reinforces the concepts and strategies presented in the video. Chapters include "What Makes People Tick?" "Selling Your Ideas," and "How to Achieve Your Goals."

For further information, contact the Bureau of Business Practice, Waterford, Connecticut.

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## Strait Talk for Teams

The 1990s is the teamwork decade.

But many executives think their organizations pay only lip service to teamwork, according to Allan Cox, creator of a four-part video series, "Straight Talk for Monday Morning."

On the videotapes and in his book of the same title, Cox discusses

recognizing values, gaining collaboration without consensus, and getting the most from teams. Cox says organizations should see teamwork as the means—rather than the end—for creating values, vision, and vitality in work relationships. He views consensus as "group-think that leads to mediocrity," preferring to get collaboration—the soul of competitive advantage—without consensus.

For more information, contact Allan Cox & Associates, Chicago, Illinois.

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## It's in the Bank

Many new high-school graduates need basic skills training before they can perform entry-level jobs, according to recent studies. In one survey, The National Alliance of Business asked 1,200 large public and private organizations whether they were satisfied with the competency of job applicants; 64 percent said "no."

To help employees improve basic skills, Progressive Results offers Skills Bank—a computer-based training program that provides individualized reviews of reading, writing, mathematics, language, and analysis. The program aims to help employees avoid remedial classes and qualify more quickly for promotional opportunities. It can also be used in pre-employment screening.

The package includes a software disk and written tests for five courses. The program can produce progress reports, skills reports that show individual strengths and weaknesses, and educational plans to show the areas in which employees should spend additional time.

For a one-time fee of \$75 each, employees receive their own disks to reread the courses if necessary and to refresh their skills.

For more information, contact Progressive Results, Ballwin, Missouri.

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*"New Training Tools" is compiled and written by Haidee Allerton. Send items of interest to "Tools," Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.*

