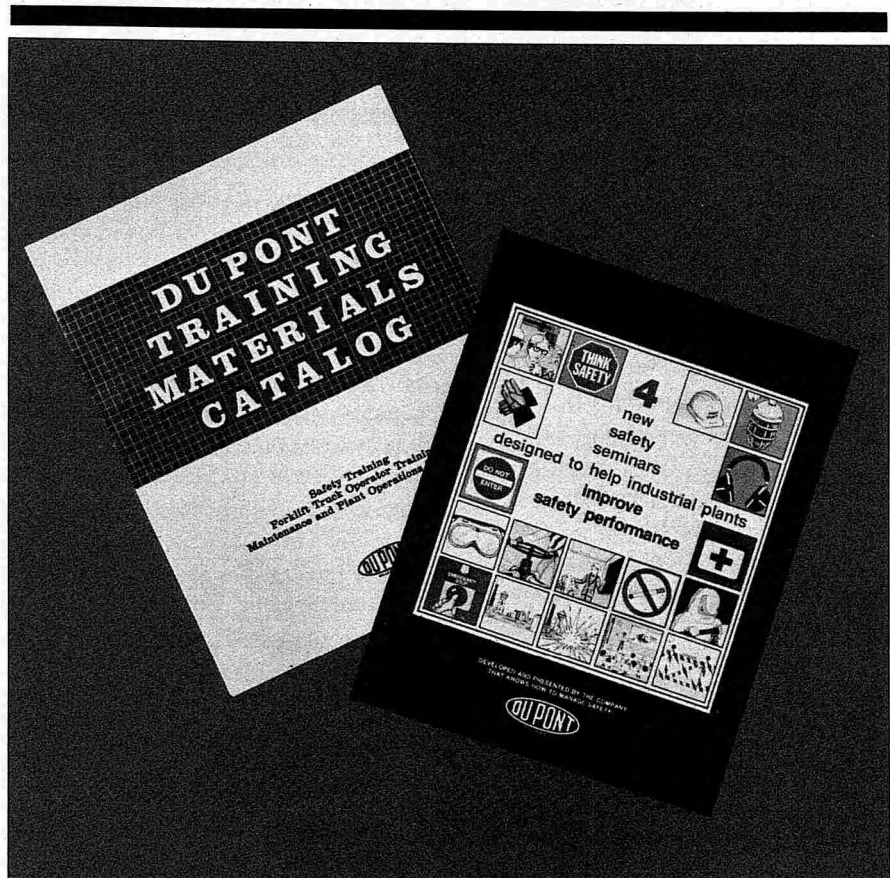


All About Employee Assistance Programs

Troubled employees—the alcoholic, the substance abuser, the gambler, the emotionally disturbed, the maritally, legally or financially distressed—can cause major disruptions in the smooth functioning of an organization. These troubled employees constitute 20 percent of the American work force. Their conduct and connected absences, tardiness, accidents, theft and sabotage cause most of the problems related to work quality and output.

In an effort to deal with these mutually felt problems, many companies have set up, or are considering establishing, counseling and employee assistance programs (EAPs). In his book, *Establishing and Building Employee Assistance Programs*, Donald W. Myers examines the world of the troubled employee and the costs, trends and managerial strategies for prevention and rehabilitation. He surveys and analyzes traditional EAPs. Step-by-step, Myers then describes the elements of successful programs, how a firm initiates an EAP and how management should assess and improve an ongoing program. He diagrams, describes and documents the links that can connect the various helpers and counselors in the implementation of both preventive and remedial measures.

Establishing and Building Employee Assistance Programs is a multidisciplinary guide to developing successful programs in an important management area. Those providing health or rehabilitative services within the EAP framework can learn about the corporate aspects of this growing problem. 335 pp. \$39.95. Greenwood Press, 88 Post Road West, Box 5007, Westport, CT 06881.



Industrial Safety Training

Du Pont is sharing its experience in safety management and industrial training. The company has available a brochure about four industrial safety seminars designed to encourage individual acceptance of responsibility for safety, strengthen participants' management skills and assist in developing plans for improved on-the-job safety performance.

The four courses described are *Managing Safety: Techniques that Work for Line Supervisors*, *Managing Safety: Techniques that Work for the Safety Pro*, *Process Hazards Management* and *Industrial Explosion Prevention and Protection*. Material covered in each course and who should attend are detailed in the brochure. Anyone interested in receiving it should write: The Du

Pont Company, Professional Development Seminars, Wilmington, DE 19898.

In addition, Du Pont offers a catalog of training materials designed to upgrade safety, maintenance and plant operations skills for most major industries.

For safety directors and plant operations management, this booklet describes all of Du Pont's videotapes and self-study courses. Designed for diverse work environments, the courses cover industrial safety, fork-lift truck operation and maintenance and plant operations skills. To obtain the catalog, write: **The Du Pont Company**, Applied Technology, Wilmington, DE 19898.

Telemarketing Training

Successfully selling by telephone is not a matter of change or, necessarily, a matter of innate talent. It is a skill that can be learned and that DELTAK, Inc., aims to teach in a seven-course video series, *Telemarketing for Better Business Results*.

The series discusses product and competitive knowledge, prospecting and planning. The student is guided through a telemarketing call and shown how to open the call, identify customer needs, handle customer objections, make product recommendations and close the call. Response to customer inquiries is also covered. Each video course is accompanied by a workbook.

DELTAK'S video courses can be rented for an average fee of \$50 to \$125 per video per month, depending on volume. For more information about this course, contact: DELTAK, Inc., East-West Technological Center, 1751 West Diehl Road, Naperville, IL 60566.

Evaluating Salesforce Effectiveness

Major account salespeople bring in 60 to 80 percent of business. Nevertheless, many corporations don't evaluate their salespeople's dealings with this important handful of accounts, except for the traditional bottom line or sales volume. With the *Major Account Salesforce Analyzer*, a self-evaluation checklist, corporations can identify their major account program's strengths and weaknesses.

Through experience with major account programs, Porter Henry & Company, Inc., has indentified 12 pressure points in organizing, training, motivating and managing major account salesforces. Some of these points are: how major account salespeople pinpoint customer decision makers and influences; how salespeople perform long-range planning; how salespeople are compensated; how the corporation views sales training; how sales strategies for major

accounts are developed; how salespeople use visuals; how major account salespeople determine time spent with accounts; and policies on planning/forecasting major account salespeople's knowledge of sales and marketing concepts such as return on investment, zero-based budgeting, financial analysis, value analysis and computer systems.

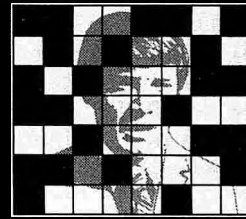
Corporations interested in evaluating their effectiveness in managing major account programs can request a free copy of the *Major Account Salesforce Analyzer* from: Porter Henry & Company, Inc., 370 Lexington Avenue, New York, NY 10017.

Knowledge Engineering Technology

Knowledge engineering is the process of incorporating symbolic representations of knowledge in computer systems to solve problems normally requiring human intelligence. The resulting systems are called knowledge systems.

A tutorial package designed to teach and demonstrate the science and technology of knowledge engineering is available from Teknowledge Inc. The program, called *T.I.*, includes videotaped lectures and reading materials as well as laboratory exercises and demonstration knowledge systems that run on the IBM Personal Computer. It is intended for technical professionals, managers and educators who want a structured, hands-on guide to the theory and practice of knowledge engineering.

The four featured videotapes are "The Science and Technology of Knowledge Engineering," "A Retrospective Sampler of Knowledge Systems," "Knowledge Engineering Methodology" and "Management Overview." The demonstration knowledge systems illustrate the use of knowledge engineering in scientific, service and consumer applications. A series of knowledge-system exercises that guides users through the process of enhancing an existing knowledge base are also included, as well as notes on the videotapes, instructions for hands-on exercises, guides to the demonstration knowledge systems and



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a bibliography and glossary of common terms.

T.1 is available from Teknowledge for \$2000. Additional copies of the reading materials and software cost \$750 each. For further information, contact: Teknowledge Inc., 525 University Avenue, Palo Alto, CA 94303.

Training Subordinates for Change

Commitment to change efforts follows involvement. Thus, without the involvement and subsequent commitment of everyone, organizational change efforts could, and sometimes do, suffer a slow demise.

Questioning the effectiveness of training managers and supervisors for change, while not their subordinates, Telemetrics International has developed a program, *Closing the Loop*, for those subordinates.

Closing the Loop deals with the same kinds of issues and ideas for subor-

ordinates that managers and supervisors are exposed to in Telemetric's *Models for Management* seminar. Both programs show managers and subordinates alike how working as a team can increase productivity.

Employees attend the in-house program with their own work groups and their supervisor or manager. It can be presented in one day or several days or weeks, depending on the needs of the organization.

The four parts of *Closing the Loop*, which expose participants to theory, self-assessment tools and group discussions are: "What Are People Really Like on the Job"—assumptions about why people work, what most people feel, what they want and why; "The Nature of Relationships"—the interpersonal communications practices that exist in the organization, current theory and research and how individual communication tendencies influence sharing ideas, building trust and productivity; "Why We Work the Way We Do"—what motivation is and is not, job conditions, personal needs, satisfaction and how job conditions support or fail to support high performance; and "When People Do Their Best"—how managerial style influences the productivity of the group, the group responsibility, the best way to manage, managerial styles and other issues.

Participant materials for *Closing the Loop* are \$20 a set up to 29; \$18 a set up to 74; \$16 a set up to 149; and \$14 for 150 sets or more. For information or ordering, write: Telemetrics International, 1755 Woodstead Court, The Woodlands, Texas 77380.

Database Lists Training Courses

Edvent, an on-line database, was designed for matching corporate educational needs with continuing education programs. Training managers and others with training needs can have immediate access to a listing of more than 100,000 seminars, conferences, workshops and other programs in many fields of interest.

Stored electronically in a central database, the course information is available on demand through a simple telephone hook-up. Users can search many of the nation's seminar sponsors' catalogs in seconds and select programs to meet specific needs. The search can be broad or narrow. Pick a subject area (e.g., time management), or a time (e.g., June), or a place (e.g., Boston), or a favorite sponsor or any wanted combination.

The time saved in searching the variety of programs, times and locations and the accuracy of the program match to training needs allow a human resource organization to save money and provide better services. All information an education planner needs to make a decision is included: program title, description, starting date, duration, location, cost, numbers of credits if granted, and instructor and sponsor contact information.

Timeplace continuously monitors the industry and updates the database with new course offerings. For information, contact: Timeplace, Inc., 460 Totten Pond Road, Waltham, MA 02154.

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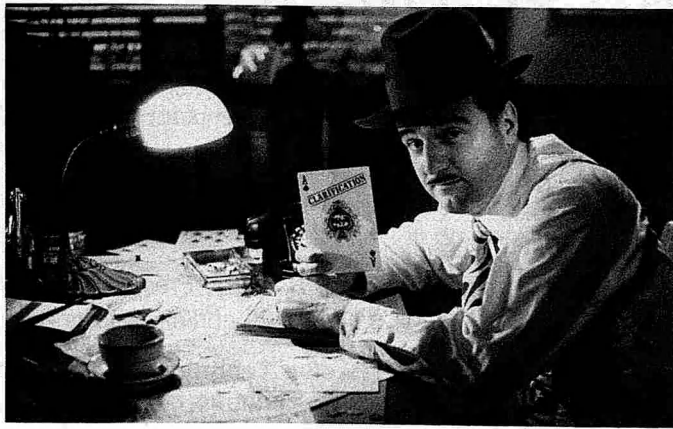
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Two New Films

Good Connections: Successful Telephone Selling is a film that aims to both instruct and motivate telemarketers. In it telemarketing professionals demonstrate the communication skills and selling steps needed to convert calls into sales. In addition, the film shows both novice and experienced telemarketers how to keep a positive approach to their work. It aims to rein-

force the telephone-sales representatives' feelings of accomplishment while acknowledging their fear of rejection.

The complete training package contains the 30-minute film and a leader's guide that includes discussion guidelines, exercises, role plays, participant handouts and a caller skill guide. A six-part skills builder tests the participants' comprehension and ability to put to work the selling steps they have been shown.

The purchase price for *Good Connections: Successful Telephone Selling* is \$595 (\$545 for AMA members). The rental fee is \$130 (\$120 for AMA members). The previewing cost is \$30 (\$20 for AMA members).

The film *It's All in Your Head* is designed to show with humor how participants can take responsibility for their own learning.

Adult learning skills are demonstrated in this 9-minute session starter. The training package also includes a leader's guide that provides suggestions and directions for the trainer, and exercises and handouts for the trainees.

The purchase price for *It's All in Your Head* is \$395 (\$355 for AMA members). The rental fee is \$130 (\$120 for AMA members). The previewing cost is \$30 (\$25 for AMA members). For more information about how you can preview either of these films, write: EFM Films, A division of American Management Associations, 85 Main Street, Watertown, MA 02172.

"Learning Can Be Jolly Good Fun, You Know."

Xicom-Video Arts training films, starring **John Cleese of Monty Python**, introduce today's new breed of managers and trainees to new work attitudes and on-the-job techniques *painlessly*, sparking their interest and staying on their minds.

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Cabot L. Jaffee, President, Assessment Design, Inc., Orlando, Florida.

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Audience: All those with an interest in assessment center technology, or those wishing to become acquainted with the subject.

Herb Cohen, Executive Vice President, MOHR Development, Inc., Stamford, Connecticut

Six Critical Marketing Tactics That Work When Selling Training to Management

In order to implement training programs, you must first sell them to management. Cohen teaches you the skills you need to convince management of the benefits of training. The entire process of making the case to management is covered in detail, from pre-planning the presentation and determining the needs of decision makers, to creating needs awareness and gaining commitment.

Audience: Managers of training who must gain the approval and support of line management for the introduction and implementation of training programs.

Michael Doyle, President, Interaction Associates, San Francisco, and William Kraus, Technology and Systems Implementation, Fairfield, Connecticut.

Introducing New Technology

Doyle and Kraus focus on techniques for removing the human and organizational barriers to the implementation of high technology. You'll also learn how to use the implementation of new technology as a way to introduce more general organizational change.

Audience: Practitioners with some experience in systems change who hope to increase understanding of how to use technology implementation as an enabler of organizational change.

Scott B. Parry, President, Training House, Inc., Princeton, New Jersey.

Twelve Techniques for Improving Your Skills as an Instructor

This session introduces a dozen techniques for expanding an instructor's behavioral repertoire which will enable all instructors to deal more effectively with common problems and opportunities that arise when instructing groups. The techniques are based on: the three-stage learning model; the adult-adult relationship of training; and the stimulus-response-feedback links in the instructional chain.

Audience: Both the novice and experienced trainer will benefit from an expanded repertoire of training techniques and strategies.

