

# Books

## Two on TQM and Teams

Few HR and training practitioners have time to pore over the barrage of literature available on total quality and teamwork before they are asked to implement a program, initiate a plan, or help employees form teams. But they could benefit from reviewing books featuring selected writings on these subjects. The following two books caught this reviewer's eye because they present a wide scope of information on teamwork and total quality.

### Classic Readings in Self-Managing Teamwork

edited by Rollin Glaser.



In his book, *Classic Readings in Self-Managing Teamwork*, Rollin Glaser presents a compilation of articles (mostly from academic journals) that relate to the development, structure, and functions of work teams in organizations.

The author includes older articles that he says have been instrumental in spreading team concepts that are prevalent today and that continue to influence the study and practice of self-managed teams. The book also features recently published articles that Glaser says "promise to become influences over the next few decades."

Glaser has organized the articles chronologically and by topic, providing summaries of each article to help readers isolate their own interests and trace the evolution of the theory and practice of self-management.

Section 1, which features articles from such experts as Eric Trist and Marvin Weisbord, looks at the

sociotechnical origins of self-managed teams. Section 2 covers the subjects of designing and implementing self-managed teams, and section 3 focuses on the leadership aspects of team development.

Section 4 discusses the learning that team members undergo as they make the transition to becoming a self-managed work team. And section 5 contains convincing arguments for why business should sustain its teamwork efforts.

Glaser says his book is a product of the material he reviewed for his dissertation research. "Many of the articles deserved to be made more accessible to consultants, group facilitators, and academics. Written by scholars and HRD practitioners, [they] include field experiments, academic studies, case histories, and personal anecdotes to appeal to a wide audience."

Rollin Glaser is president of the consulting firm Organization Design and Development, located in King of Prussia, Pennsylvania.

*Classic Readings in Self-Managing Teamwork*, edited by Rollin Glaser. 492 pp. King of Prussia, PA: Organization Design and Development, 215/279-2002, \$34.95.

Circle 245 on reader service card.

### Total Quality Management: Text, Cases, and Readings

by Joel E. Ross.



Joel Ross's book, *Total Quality Management*, is another reader-friendly compilation that could be a valuable reference to trainers and HRD practitioners in need of information

*This month's reviews focus on how to enhance teamwork, improve group communications, and benchmark organizational standards.*

about TQM theory and practice.

Part 1 presents the seven key TQM principles as they relate to the major categories of the Malcolm Baldrige award criteria. Each chapter focuses on one principle and is divided into three sections: text, readings, and "minicases."

The "text" section of each chapter provides an overview of the information pertaining to the featured principle. The "readings" section of each chapter offers a limited selection of articles that illustrate state-of-the-art TQM teachings. Additionally, each chapter provides minicases from a variety of industries that include questions and exercises for readers to complete in order to learn how to use the featured principle and related techniques.

Part 2 presents an extensive case history that is divided into seven sections that relate to the principles explained in part 1, as well as a glossary of terms.

Joel Ross is a management consul-

### Ordering Information

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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.

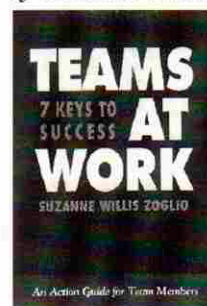
tant and a professor of management at Florida Atlantic University in Boca Raton, Florida.

*Total Quality Management: Text, Cases, and Readings*, by Joel E. Ross. 324 pp. Delray Beach, FL: St. Lucie Press, 407/274-9906, \$39.95.

**Circle 246 on reader service card.**

### Teams at Work: Seven Keys to Success

by Suzanne Willis Zoglio.



In her book *Teams at Work*, Suzanne Willis Zoglio identifies seven keys to team success and shows how to systematically strengthen a team.

Zoglio lists seven characteristics that are crucial to a team's success: commitment, contribution, communication, cooperation, conflict-management skills, change-management skills, and organizational connections within and outside of the team structure. She examines each factor and describes how individuals and entire teams can build on the factor to improve team effectiveness.

Each chapter also provides practical improvement tips, structured group activities, individual exercises that team members can complete, and concise summaries—all of which add to this book's value as a team reference guide.

"Complex organizations...require commitment, communication, and cooperation from employees who bond together to produce results.... Teams are here to stay, and effective teams are worth the time and energy they take to develop.

"If you want change on the front line, train on the front line, not just management. [And] if you want people to change their behaviors, provide operational guidelines, not just theory.

"This book provides tools for those who participate on work teams. The individual exercises are an invitation to each team member to get involved, demonstrate initiative, and turn ideas into action."

Suzanne Willis Zoglio is founder of the consulting firm, the Institute for Planning and Development, located in Bucks County, Pennsylvania.

*Teams at Work: Seven Keys to Success*, by Suzanne Willis Zoglio. 121 pp. Doylestown, PA: Tower Hill Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: ZOTA. \$18 for ASTD members, \$20 for nonmembers.

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## B O O K B I T E S

### Which Employee-Friendly Policies Boost Bottom Lines?

Each month, "BookBites" features a popular business book, along with a question for readers to respond to by fax or by mail in 50 words or less. *Training & Development* will publish as many of the collected responses as possible in future "Books" columns. (We may edit responses for space.)

This month's feature is *Maverick: The Success Story Behind the World's Most Unusual Workplace*, by Ricardo Semler (Warner, 335 pp, \$22.95). Semler shares how his Brazilian company's break-

all-the-rules structure and its employee-empowerment policies have helped it achieve a 600 percent growth rate and move from 58th to fourth position in its industry—despite its country's severe recession.

What type of employee-friendly organizational structure and oper-

ating policies could other firms implement in order to increase profits, strengthen market position, and free employees to maximize productivity?

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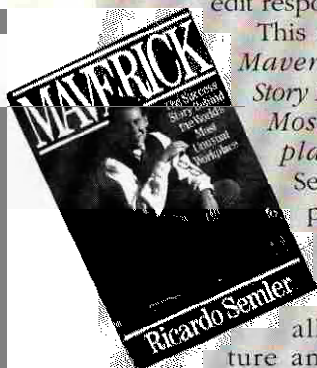


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Please fax your response to Theresa Minton-Eversole at 703/683-9203. Or mail it to "BookBites," *Training & Development*, ASTD, 1640 King Street, Box 1443, Alexandria, VA 22313-2043. Include your name and address, so we can contact you if necessary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

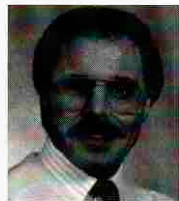


## The Wisdom of Teams: Creating the High-Performance Organization

by Jon R. Katzenbach and Douglas K. Smith.

This book was reviewed by Thomas Obns, training officer at the Toledo Mental Health Center, 930 South Detroit Avenue, Toledo, OH 43614-2701.

In their book *The Wisdom of Teams*, Jon Katzenbach and Douglas Smith focus on some exceptional companies to examine what it takes to map continuously a course toward quality, customer loyalty, and pleased shareholders. They focus on the companies' successful teams and the attributes that make them work.



GUEST REVIEWER  
Thomas Obns

The authors say, "As we started our search for examples to confirm what we thought we knew, we quickly discovered how much we had overlooked and how rich the subject of teams actually is. As a result, we have spoken with hundreds of people in dozens of organizations, focusing on groups who were or might have been teams."

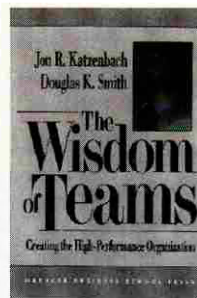
The book is divided into three parts. Part 1 explains why teams strongly influence the performance

of an organization and why high-performance teams are so rare. One of the most important factors that influence team success is the mix of skills among the members, the authors say. There must be a balance of technical expertise, problem-solving and decision-making skills, and interpersonal skills.

The authors explain that real teams are groups of "people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable." Members of high-performance teams not only display these characteristics, but they also "include a deep commitment to one another's personal growth and success."

Part 2 examines what it takes to become a team, from team members' perspectives. Here the authors focus on the role of the team leader and on team discipline.

In part 3, the authors identify management's role in team creation and development, team influence and cultural change within the organization, and team performance at the top of the organiza-



tion. Here they discuss managers' need to identify teams, and explore how and why teams influence the skills, values, and behaviors that are essential to every organization aspiring to high performance.

The authors cite numerous examples of specific corporate teams, including anecdotes from teams of workers at such companies as Hewlett-Packard, General Electric, Motorola, and Burlington Northern.

"If there is new insight to be derived from the solid base of common sense about teams, it is the strange paradox of application. Many people simply do not apply what they already know about teams in any disciplined way, and thereby miss the team performance potential before them. Throughout this book, we explore why it is so difficult to apply common sense."

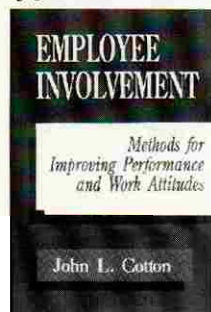
Jon Katzenbach and Douglas Smith are partners at the consulting firm McKinsey & Company in New York.

*The Wisdom of Teams: Creating the High-Performance Organization*, by Jon R. Katzenbach and Douglas K. Smith. 291 pp. Boston, MA: Harvard Business School Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: KAWO. \$23 for ASTD members, \$25 for nonmembers.

Circle 250 on reader service card.

## Employee Involvement: Methods for Improving Performance and Work Attitudes

by John L. Cotton.



In his book *Employee Involvement: Methods for Improving Performance and Work Attitudes*, John Cotton shows exceptional insight into how businesses can improve performance by

cultivating employee interest.

After reviewing the history and development of employee involvement, Cotton surveys seven types of EI programs and describes the pros

and cons of each method. In each chapter, the author presents case histories that describe ways that specific companies have implemented employee involvement. The author then reviews the relevant research available on the type of involvement he has described and notes pertinent findings. Finally, the author summarizes the key issues and concerns about implementing each EI method.

Among the employee-involvement methods addressed:

- ▶ quality-of-work-life programs
- ▶ quality circles
- ▶ Scanlon plans and other gain-sharing plans
- ▶ representative-participation programs
- ▶ work redesign or job-enrichment programs

- ▶ self-directed work-team initiatives
- ▶ employee-ownership programs.

In chapter 10, Cotton offers his opinions about which forms of EI are most effective and which factors are most important to success. You may or may not be surprised by his choices. Either way, the book's well worth the read.

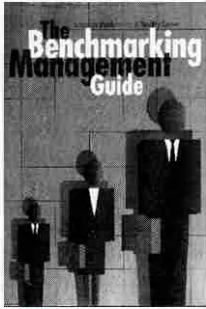
John Cotton is an associate professor of management in the College of Business Administration at Marquette University in Milwaukee, Wisconsin.

*Employee Involvement: Methods for Improving Performance and Work Attitudes*, by John L. Cotton. 310 pp. Newbury Park, CA: Sage Publications, 805/499-0721; \$45 (hardcover), \$22.95 (paperback).

Circle 248 on reader service card.

**The Benchmarking Management Guide**

by the American Productivity and Quality Center.



Benchmarking has made a name for itself. If you want to know how to set up your own in-house process-benchmarking function, read APQC's book, *The Benchmarking Management Guide*.

This book starts from square one and describes everything that must be considered when planning and managing benchmarking. It contains nine sections and eight appendixes that provide not only the how-to information but also the survey results from studies of companies' benchmarking activities and training needs.

Section 1 explains benchmarking protocol and the code of conduct. It describes benchmarking skills and how to give benchmarking presentations to all levels of employees. Part 2 of this section provides a step-by-step guide on how to conduct a

benchmarking study, from the strategic planning stage, through data collection and analysis, and on to the action-planning and tracking stages.

Part 3 of the first section shows how to make benchmarking a strategic part of any organization. Specifically, the book explains how to create a process-benchmarking procedure, develop benchmarking-personnel job descriptions, and document benchmarking records and studies. It also describes how to network with other benchmarking organizations and manage and coordinate studies across organizations.

Section 2 contains the results of a survey conducted by the International Benchmarking Clearinghouse and presents data that relate to respondents' successes, failures, training requirements, and process steps. Section 3 addresses the ethical aspects of benchmarking, and section 4 provides a model for estimating the cost of performing a benchmarking study.

Section 5 details the types of training that benchmarking leaders and participants need. It also includes a list of providers. Section 6 presents a

comparison of various benchmarking process models, and section 7 describes other resources. Section 8 compares the purposes and criteria of major U.S. quality awards, and section 9 wraps up the book by providing an extensive bibliography of materials related to benchmarking and total quality.

The American Productivity and Quality Center in Houston, Texas, is a nonprofit organization that works with business, labor, government, and academia to improve productivity, quality, and quality of work life.

*The Benchmarking Management Guide*, by the American Productivity and Quality Center. 249 pp. Portland, OR: Productivity Press, 800/394-6868, \$50.

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**"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**

*The International Business Communications Desk Reference*, by Susan H. Munger. 252 pp. New York, NY: Amacom, 212/586-8100, \$25.95.

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*Total Quality Service: How Organizations Use It To Create a Competitive Advantage*, by Stanley A. Brown. 258 pp. Englewood Cliffs, NJ: Prentice-Hall, 800/288-4745, \$21.95.

**Circle 252 on reader service card.**

*The Prentice-Hall Small Business Survival Guide: A Blueprint for Success*. 472 pp. Englewood Cliffs, NJ: Prentice-Hall, 800/288-4745, \$16.95.

**Circle 253 on reader service card.**

*The Articulate Executive: Orchestrating Effective Communication*, by the Harvard Business Review. 264 pp. Boston, MA: Harvard Business School Press, 617/495-6117, \$29.95.

**Circle 254 on reader service card.**

*Competitive Frontiers: Women Managers in a Global Economy*, by Nancy J. Adler and Dafna N. Izraeli. 550 pp. Cambridge, MA: Blackwell Publishers, 800/488-2665, \$29.95.

**Circle 255 on reader service card.**

*How To Stay Cool, Calm & Collected When the Pressure's On: A Stress Control Plan for Businesspeople*, by John Newman. 198 pp. New York, NY: Amacom, 212/586-8100, \$15.95.

**Circle 256 on reader service card.**

*How To Meet, Think, and Work to Consensus*, by Daniel A. Tagliere. 142 pp. San Diego, CA: Pfeiffer & Company, 619/578-5900; \$14.95 (U.S.), \$18.95 (Canada).

**Circle 257 on reader service card.**

*Balancing Act: How Managers Can Integrate Successful Careers and Fulfilling Personal Lives*, by Joan Kofodimos. 167 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$25.95.

**Circle 258 on reader service card.**

*At the Service Quality Frontier: A Handbook for Managers, Consultants, and Other Pioneers*, by Mary M. LoSardo and Norma M. Rossi. 129 pp. Milwaukee, WI: ASQC Quality Press, 800/248-1946.

**Circle 259 on reader service card.**

*Global Quality: A Synthesis of the World's Best Management Methods*, by Richard Tabor Greene. 885 pp. Milwaukee, WI: Quality Press, 800/248-1946; \$75.

**Circle 260 on reader service card.**

*Facing the Bureaucracy: Living and Dying in a Public Agency*, by Gerald Garvey. 252 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$23.95.

**Circle 261 on reader service card.**

*New Traditions in Business: Spirit and Leadership in the 21st Century*, edited by John Renesch. 247 pp. San Francisco, CA: Berrett-Koehler, 415/288-0260, \$24.75.

**Circle 262 on reader service card.**