

Product Information

If you would like more information on any product listed in "New Training Tools," circle the corresponding number on the Reader Service Card at the back of the magazine and drop it in the mail. The manufacturer will send the information you need directly to you.

If you would like to telephone the manufacturer, you will find phone numbers on the RSVP page. But please be sure to say that you read about the product in the *Journal*!

Look At It This Way

Macintosh computers now have the Radius Pivot, a rotating monitor that has conquered the earth's own magnetic field in order to move smoothly from portrait (vertical) to landscape (horizontal) display.

The full-page, black-on-white monitor swivels from upright to sideways while the screen image automatically pivots as well from vertical to horizontal, or vice versa. Because the earth's magnetic field affects the beam of electrons painting the screen inside the monitor, the Pivot contains a special card that helps recalculate the screen as it moves.

The Pivot is ideal for financial analysts who might want to look at a year's worth of data in left-to-right columns, or for a desktop publisher who might want to see two pages side by side.

Some software programs, such as Microsoft's Excel spreadsheet, automatically change the shape of data windows on the screen to fill the new configuration; other programs can be resized with a simple click of the so-called "zoom box" in the corner of the screen.

The Pivot, which is compatible with Apple Macintosh SE and Mac II computers, costs \$1,690. For more information, contact **Radius**, San Jose, California.
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Operators Are Standing By

A specialized programming service of the PBS Business Channel is offering two new live, interactive videoconferences, with phone-in question-and-answer sessions, that provide business people access to well-known business motivators and speakers. The videoconferences are closed-circuit, non-broadcast events available to businesses that have the technical capacity to receive satellite transmission.

Tom Peters, author of *In Search of Excellence*, headlines "Preparing Your Business for the 21st Century: Strategies for Survival." Peter's conference shows executives how to maintain their flexibility and their ability to adapt to the chaotic changes predicted for the 1990s. Peters covers the following three topics: "Managing People in a Career-less Society," "Working in Organized Anarchy," and "Learning to Live With and Love Change."

Harvey Mackay, author of *Swim With the Sharks Without Being Eaten Alive* (reported by *Inc.* magazine to be the best-selling business book ever), focuses his program on selling. MacKay's conference is divided into the following three sections: "Lessons in Sales," "Lessons in Sales Management," and "Lessons in Success."

The Tom Peters videoconference costs \$3,000 and the Harvey MacKay videoconference costs \$2,000. The programs are available together for \$4,500. For more information, contact **PBS Adult Learning Service**, Alexandria, Virginia.
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Pyramid Power

The Lukaszewski Group has a new strategic thinking tool, the Tactical Ingenuity Pyramid (TIP), to help managers anticipate, identify, analyze, interpret, control, and counteract crises.

The movable, two-tiered, pyramid-shaped tool is designed to trigger random associations by rotating the top tier of strategic options to align with the bottom tier of descriptive terms, which are grouped into the key components of a crisis.

Each descriptive term should help the user review his or her internal experience catalog for relevant patterns and strategies.

The process goes from creating an accurate description of what is actually happening to interpreting impact, and on to selecting reasonable options—including allowing for unexpected contingencies. It arrives finally at specific recommendations.

Each side of the Pyramid base represents one of the four following primary elements of a crisis: causes, environment, expectations, and players. The 20 or more aspects within each element are identified and also listed on the base. On the upper tier of the Pyramid, each side represents one of four specific strategic options—pre-empt, counteract, contain, and control—for managing a crisis.

For example, say there's a "misunderstanding" (cause) between executives and employees (players) regarding the issue of "confidentiality" (environment) in which "anger" (expectation) is anticipated. To begin the process of "tactical ingenuity" pyramid-style, simply move the upper pyramid until each side offering a strategic option lines up with each side of the lower pyramid corresponding to the key crisis elements. Descriptive words such as "circumvent" and "shield" prompt plans of action.

TIP comes with *Strategic Communications Thinking—The Tactical Ingenuity Pyramid: a Thinker's Manual* for \$9.95. For more information, contact **The Lukaszewski Group**, Briarcliff Manor, New York.
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Crisis Kit

Great Performance Inc., has a new video, print, and audio training package that prepares managers to handle critical incidents, focusing specifically on handling the human side of trauma. *The Crisis Kit* explains the core skills needed to effect both physical and emotional worksite recovery.

The kit includes two videotapes, "Leadership Skills for the Critical Incident" and "The Healing Process"; a 48-page manager's training

guidebook; two audiotapes; and a complete set of employee handouts suitable for photocopying.

The *Crisis Kit* costs \$895. For further information, contact **Great Performance Inc.**, Portland, Oregon.

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Award-Winning Ways

A new videotape profiles the 1989 winners of the Malcolm Baldrige National Quality Award for total quality management, Miliken & Company and Xerox Corporation Business Products and Systems.

The purpose of the Baldrige award program, managed by the National Institute of Standards and Technology, is to promote quality awareness, recognize quality achievements of U.S. companies, and publicize successful quality strategies. The 15-minute tape, which is available in VHS for \$10, highlights the management philosophies that guide the selection of award recipients.

For more information, contact **NIST**, Gaithersburg, Maryland. To order, call the **American Society for Quality Control**, at 800/952-6587.

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Training Trends

Computer types have been saying it for years: a paperless society is just around the corner. Despite their predictions, the news of the printed word's demise has been, well, greatly exaggerated. At least, until now.

If the following new developments are any indication, electronic data seem to be gaining a bigger slice of the information pie. Don't throw away your bookshelves yet, but here are some trends to watch.

No more paper

Kodak has developed a unique prototype printing system for technical information management that intends to completely replace paper with digital documentation.

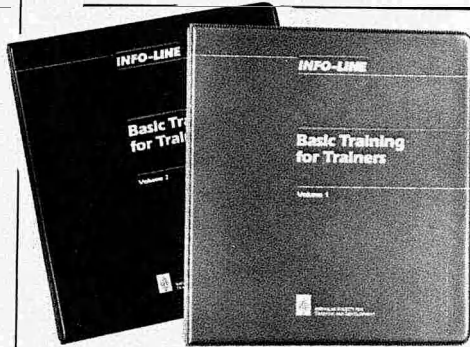
The U.S. Department of Defense Computer-aided Acquisition and Logistics Support Initiative (CALs) is involved in a project to change information handling, not only within the department, but eventually across all segments of the federal government and commercial business. The long-term objective of CALs is to create a paperless environment in which technical documentation is originated and stored in digital form.

Kodak's prototype printer system already provides a direct digital interface between CALs input and finished output. Kodak will develop other products for CALs' effort as it continues its projected 10-year journey toward exclusively digital documentation.

Goodbye, instruction manuals!

An ongoing training issue is how to best teach new skills, knowledge, and technology. Fact is, electronics technology has gotten ahead of

A New Package for New Trainers



INFO-LINE introduces Basic Training for Trainers

New from ASTD—an essential, practical resource for people just entering the training field. *Basic Training for Trainers* is a custom collection of 24 INFO-LINES, ASTD's how-to booklet series, packaged in **two** three-ring binders. Each INFO-LINE addresses an important basic training topic and gives you a comprehensive study, practical guidelines, and clear procedures.

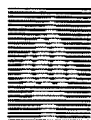
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ASTD: PEOPLE MAKE THE DIFFERENCE

many users' technology know-how, often creating a wide gap between the technology and the technical education of the user.

On the consumer level, the chasm might be called a "gadget gap." Of the 20 million households that have personal computers, 5 million use them only once or twice a month, and almost a third of VCR owners never set the timer to record programs while they're away.

Whether the gizmo is at home or at the office, companies are beginning to recognize that the problem isn't that people aren't smart enough to learn how to use new technology; they are just too busy to learn so many functions on so many different machines, or to wade through complicated instruction manuals.

Several corporations are addressing the problem at the consumer level in ways that bear watching for all technology users. For example, Sony has a consumer phone line that guides people through the instruction manuals for its products, and Sharp has a VCR that talks the user through the programming process.

If the trend continues, we will be seeing more and more products that use interactive training, on-screen touch programming, and verbal instructional support. And, those unfathomable instruction manuals might become a thing of the past.

The Tools Bookshelf

Here's some reading to complement this month's articles on management education and development.

Model for master managers

Becoming a Master Manager is a new paperback that provides a competency framework for managers. According to the book's preface, organizations that hire management school graduates are questioning the education process in the face of a fiercely competitive global economy.

The 688-page book is grounded in a model of leadership competency, the Competing Values Model,

within which four contrasting perspectives of organizing are integrated.

The concept of manager is broken out into the following eight competing and contrasting roles: director, producer, mentor, facilitator, coordinator, monitor, innovator, and broker. Each role is examined with respect to its associated competencies, the goal being to appreciate competing values, then to master and balance the competencies in each area.

Becoming a Master Manager, by Robert E. Quinn, Sue R. Faerman, Michael P. Thompson, and Michael R. McGrath. New York, New York: **John Wiley & Sons Inc.**, \$31.95. **Circle 192** on reader service card.

A satisficing guide for intrapreneurs... huh?

Managerial Literacy: What Today's Manager Must Know To Survive is a list of 1,200 new business terms compiled from various business publications, textbooks, and contemporary managers—terms such as intrapreneur, equity kicker, skim strategy, and satisficing.

Words are classified according to essential functions, reporting functions, and organizational patterns and policy. The list can be used by managers for self-development, by management professionals for needs assessment, and by an organization to assess the degree to which common terms are understood within the organization.

Managerial Literacy: What Today's Manager Must Know To Survive, **Dow-Jones-Irwin**, 800/634-3966, \$19.95. **Circle 193** on reader service card.

Short seminars

The Corporate University Guide to Short Management Seminars—1990 Edition lists seminars that cover a wide area of business subjects and are offered by universities and other specialized organizations such as the American Management Association and the Center for Creative Leadership. Most programs last a week or less. The guide provides information on dates, cost, location, subject matter, partici-

pants, and contact person.

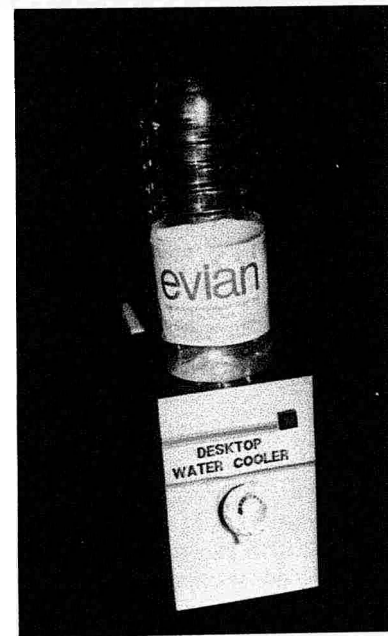
The Corporate University Guide to Short Management Seminars—1990 Edition, **Corporate University**, 515/472-2766, \$40. **Circle 194** on reader service card.

Lite Tools

Just for fun... Tired of those long lines at the office water cooler? Maybe you should get the desktop personal water cooler. L'Agua Mini-Cooler from Invention Prototypes fits nicely on your desk to dispense any 2-liter size bottled spring water or your favorite beverage, hot or cold, just the way you like it. *Cheers!*

The miniature cooler costs \$99.95. For more information, contact **Invention Prototypes & Marketing**, Pearl River, New York.

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"New Training Tools" is compiled and written by **Haidee Allerton**. Send items of interest to *Tools*, Training & Development Journal, 1630 Duke Street, Box 1443, Alexandria, VA 22313.