

Books

Every Manager's Guide to Human Resource Development

by **Leonard Nadler and Zeace Nadler.**

Written primarily for non-HRD professionals, *Every Manager's Guide to Human Resource Development* provides practical advice that can help managers deal with their most common HR concerns. The Nadlers, long considered pioneers in the HR field, use a question-and-answer format to address managers' roles in supporting job-related training, developing performance criteria, and encouraging career development among their employees.

The first three chapters provide an overview of the field of human resource development and the role that managers must play. Specifically, the authors show how management support of three key HRD activities—training, education, and development—can affect such areas as productivity, customer service, employee satisfaction, and performance.

Chapter 4 examines the external consultant's role, emphasizing the relationship between the consultant (HRD practitioner) and the client (manager). Chapter 5 addresses the need to provide funding and facilities for HRD, and examines three main financing structures for HRD: budget-item centers, cost centers, and profit centers.

Chapters 6 and 7 discuss why it's important for managers to understand the concept of adult learning and to know how to evaluate HRD programs. Chapter 8 looks at the kinds of support managers can lend to human resource departments through training, job linkage, and follow-up.

The final chapters focus on ethical and international HRD issues that managers and HRD practitioners must address now. They go on to describe

what the future of HRD may become under the influence of organizational and technological changes, illiteracy, and the information explosion.

"HRD has a special role to play in the pressures that arise from changing economic conditions or from special populations such as ethnic minorities, women, immigrants, and so on. There is also the recognition that changing demographics, particularly those related to age, can have an enormous impact on an organization.

"Almost any change in an organization requires new kinds of behavior and performance, and some of these can be achieved effectively by using HRD before the changes take place."

Every Manager's Guide to Human Resource Development. 145 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$25.95.

Circle 245 on reader service card.

Quality in America: How To Implement a Competitive Quality Program

by **V. Daniel Hunt.**

Drawing on extensive, on-site interviews and research, David Hunt presents his most recent analysis of the present state of the United States' quality phenomenon in his latest book, *Quality in America*.

After assessing the quality improvement methods of such noted experts as Deming, Juran, and Crosby, the author presents his own synthesized version of a "quality first" methodology. He also explains how to apply this approach by showing how to

- ▶ use quality to create strategic advantage
- ▶ benchmark quality performance
- ▶ demystify quality philosophies
- ▶ understand basic quality tools and techniques
- ▶ apply for the Malcolm Baldrige

Improving performance is a recurring theme in the books that are highlighted this month. They address training, education, quality, and teamwork.

National Quality Award.

While this book doesn't provide much new thinking on the subject of quality, Hunt does lend real-world credibility to the theories by looking at the lessons that such companies as Motorola, Federal Express, and Globe Metallurgical learned while implementing their quality programs.

"Improving quality takes time and resources and can only be achieved through a combination of factors. It takes long-term commitment by top management that involves working with suppliers to improve performance; educating, training, and motivating workers; developing accurate and responsive management systems; and establishing targets for quality improvement."

Quality in America: How To Implement a Competitive Quality Program. 308 pp. Homewood, IL: Business One Irwin, 800/634-3966, \$24.95.

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Transfer of Training: Action-Packed Strategies To Ensure High Payoff From Training Investment

by Mary L. Broad and John W. Newstrom.

Transfer of Training is one of the most fundamentally sound books around that explains how to show return on training investment.

Authors Mary Broad and John Newstrom present a comprehensive and systematic process for managing and supporting transfer of training to the job.

In the first section, the authors address the issue of transferring training. They describe how inadequate transfer affects a firm and discuss important transfer-related research. They identify barriers that inhibit transfer, analyze their timing and cause, and describe the expertise and processes necessary to become an effective manager of transfer.

Finally, they introduce a transfer matrix that illustrates what managers, trainers, and trainees must do before, during, and after training to ensure improved return on training investment and improved job performance.

Part 2 specifically defines how each group can apply these major training principles and strategies, and part 3 describes how to establish and main-

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tain systematic support for training transfer. The authors also include additional reference materials about training transfer, in the appendixes.

"The major purpose of *Transfer of Training* is to help managers, supervisors, and all employees achieve full performance on the job. A related, equally significant purpose is to elevate the role and status of the HRD function in the organization. Regardless of your method, this book establishes transfer of training as an emerging critical HRD issue and shows how to become an effective manager of transfer for the organization(s) you serve."

Transfer of Training: Action-Packed Strategies To Ensure High Payoff From Training Investment. 194 pp. Reading, MA: Addison-Wesley. This book can be purchased through ASTD Press, 703/683-8129. Order Code: BRTT. \$23 for ASTD members; \$25 for nonmembers.

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Team Power: Lessons From America's Top Companies on Putting Team Power To Work

by Clay Carr.

Clay Carr shares the secrets of top companies, showing how they increase productivity, improve work quality, and empower employees

through the use of self-managed work teams, in his latest book, *Team Power*.

Using case histories of large companies such as GM and AT&T as well as small companies such as Litel Communications, Carr examines how to implement successful work teams and decide what type of employee empowerment is best for an organization. He also describes five key managing functions that must be performed and the supporting skills needed to perform them to turn traditional management structures into systems that give employees more responsibility and greater flexibility.

Carr says first- and second-level managers will gain the most from *Team Power*. Clearly written, it takes managers through the step-by-step process of how to prepare for and implement teams, and describes some of the basic issues they will confront when developing them.

"Empowerment means enabling employees to manage themselves in pursuit of organizational goals. Workers become competent and committed to the extent that their work challenges them, lets them control it, and provides them the opportunity to cooperate with each other.

"Team power is exciting and challenging. Done well, it will make your organization significantly more competitive. It will also make life and work more satisfying. It is one of the true win-win prescriptions for organizational success available today."

Team Power: Lessons From America's Top Companies on Putting Team Power To Work. 269 pp. Englewood Cliffs, NJ: Prentice Hall, 201/592-3302, \$21.95.

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The Ultimate Advantage: Creating the High-Involvement Organization

by Edward E. Lawler. Edward Lawler has been advocating the high-involvement approach to management since 1986. In his latest book, *The Ultimate Advantage*, he argues that it's no longer just a good idea; it's an economic necessity.

According to Lawler, traditional management has trouble producing the kind of continuous improvement and high-quality, low-cost, quick responses to technology and cus-

tomers that are required to remain competitive. He says that total quality programs represent a step toward involvement. But he argues that they generally do not lead to organizational restructuring that produces all the competitive advantages that result when employees have more information, knowledge, power, and rewards.

"I believe we need an alternative to the total quality management approach that builds on many of its key elements but goes beyond it to provide a competitive advantage for organizations in societies that are characterized by diversity, democracy, entrepreneurial behavior, and respect for the individual. High-involvement management, with its emphasis on few levels of hierarchy, seamless organizations, quick adaptation and change, lateral work relationships, and the responsibility of organizations to create meaningful and satisfying work, is just such an approach."

Lawler says creating a high-involvement organization involves making choices about organizational design that create a world in which individuals know more, do more, and contribute more. He begins his book by systematically reviewing the major structural features that organizations need to put into place to achieve high employee involvement.

He then shows how choosing the correct work design helps to foster employee self-management. He also reviews the use of problem solving and organizational improvement groups and describes the types of reward systems that are necessary in high-involvement organizations.

In chapter 9, Lawler focuses on the important role that information and information systems play in successful high-involvement organizations. Chapter 10 considers the personnel and HR practices that are needed to help employees become more knowledgeable about the business and more involved.

The author concludes the discussion by examining how management behavior and the role of unions can dramatically affect the operating effectiveness of a high-involvement organization.

"It may well be that employee involvement is the ultimate competitive advantage for organizations in the United States and Europe. It is particularly suited to market-oriented economies, in which the market, rather than the cumbersome and expensive traditional bureaucracies, is the controlling factor."

The Ultimate Advantage: Creating the High-Involvement Organization. 371 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$29.95.

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Closing the Literacy Gap in American Business: A Guide for Trainers and Human Resource Specialists

by Edward E. Gordon, Judith A. Ponticell, and Ronald R. Morgan.

The U.S. Commerce Department estimates that problems related directly to adult-worker illiteracy rob the U.S. economy of \$140 to \$300 billion in productivity annually. How the United States' literacy crisis came to be and what can be done to correct the problem is addressed in *Closing the Literacy Gap in American Business: A Guide for Trainers and Human Resource Specialists*.

This user-friendly handbook for HR professionals presents a comprehensive analysis of how this threatening situation developed, and explains why current programs fail to close the widening workplace education gap. Using case histories from successful on-site programs, the authors provide practical solutions and a blueprint on how to design multilevel, cost-justified workforce education programs.

Gordon, Ponticell, and Morgan begin by outlining the nature of HRD and tracing the history of literacy in the United States. Next, they examine a cross-section of current basic-skill education and training programs for adult workers in the United States, and discuss how such programs can be used in employee training.

The focus of the book then shifts to why so many U.S. adults still fail to learn the skills and the application abilities that are required for successful job performance.

The authors also use numerous case studies to show how their

Additional Reading

Continuous Process Improvement: Simplifying Work Flow Systems, by George D. Robson. 181 pp. New York, NY: The Free Press. This book can be purchased through ASTD Press, 703/683-8129. Order Code: ROCP. \$33 for ASTD members; \$35 for nonmembers.

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The Baldrige: What It Is, How To Win, and How To Use It To Improve Your Company, by Christopher W. L. Hart. 277 pp. New York, NY: McGraw-Hill, 212/337-6013, \$24.95.

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Mastering the Instructional Design Process: A Systematic Approach, by William J. Rothwell and H.C. Kazanas. 386 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8129. Order Code: ROMI. \$48 for ASTD members; \$50 for nonmembers.

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Sexual Harassment on the Job: What It Is and How To Stop It, by William Petrocelli and Barbara Kate Repa. 309 pp. Berkeley, CA: Nolo Press, 800/992-6656, \$14.95.

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Mergers and Acquisitions: The Human Factor, by Sue Cartwright and Cary L. Cooper. 221 pp. Stoneham, MA: Butterworth-Heinemann, 800/366-2665, \$59.95.

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1992 Bibliography of Organization Development Literature, by the American Society for Training and Development. 176 pp. Alexandria, VA: ASTD Press, 703/683-8129. Order Code: VAOD2. \$15 for ASTD members; \$20 for nonmembers.

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1992 Bibliography of Management Development Literature, by the American Society for Training and Development. 65 pp. Alexandria, VA: ASTD Press, 703/683-8129. Order Code: BRMD. \$15 for ASTD members; \$20 for nonmembers.

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approach to literacy training, called Individualized Instructional Programs, helps meet the training and educational needs of a company's hourly workers as well as its managers.

Then they examine ways of involving senior management in the development of a workforce education policy, and ways in which the international business community is addressing the problem.

"Our research clearly shows that education and training provide the single greatest mechanism to upgrade industry," the authors explain. "Improvement in general public education is an essential economic, not just a social policy priority."

They conclude by laying out a game plan that can help HR managers establish in-house workforce education programs.

"Limiting this discussion to 'basic skills' or 'literacy' is totally insufficient for America to remain globally competitive in the industrial or service economic sectors. An educational revolution for the 21st century is the only acceptable long-term solution.

"In this book, we have developed Work Force Education as a new paradigm that encompasses 21st-century educational and training standards, and developed a case for it as a viable short-term solution for the expanding educational gap encountered by American business."

Closing the Literacy Gap in American Business: A Guide for Trainers and Human Resource Specialists. 201 pp. Westport, CT: Quorum Books, 203/226-3571, \$45.

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