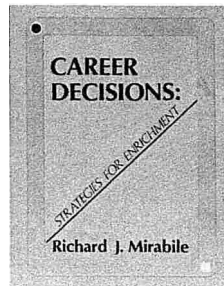


Bookshelf

Career Decisions: Strategies for Enrichment

Examining skills and abilities, reflecting on values and desires and planning a comprehensive strategy are the keys to successful career development, according to Richard J. Mirabile. The process involves taking risks, putting forth effort and making choices and, unfortunately, is often difficult and confusing. This workbook provides a model through which an individual can approach career/life development systematically. Mirabile's system assumes that a sound career strategy considers all components of an individual's career and life outside of work. This wholistic approach enables the individual to consider functional skills as development tools, in addition to specific, accumulated knowledge.

The workbook is intended to be used in its entirety, though the user is encouraged to work on the exercises and checklists over a period of time and to provide complete, honest information. Sections of the book pertain to different life areas, including past work history, motivating factors, personal talent, time management, realistic appraisal of goals and strategy mapping. There are also sections on career myths, performance assessment and career mobility. 107 pp. \$10.50. Kendall/Hunt Publishing Company, 2460 Kerper Boulevard, P.O. Box 539, Dubuque, IA 52001.



The Change Masters: Innovation for Productivity in the American Corporation

The economic and social transformation that has emerged since the 1960s has produced a new context for the American corporation, says Rosabeth Moss Kanter. The results are that past responses are less effective, management challenges at all levels are different and broader involvement of the work force in creative problem solving is needed. Kanter believes that the degree to which the opportunity to use power effectively is granted or denied individuals is one operative difference between companies that stagnate and those that innovate.

"Integrative" organizations innovate. They are characterized by a willingness to move beyond perceived wisdom, to combine ideas from unconnected sources and to view change as an opportunity to test limits. Companies with "segmentalist" cultures are likely to have difficulty innovating and handling change. These are characterized by rigid specialization, a preference for being guided by the past rather than the future and other forces



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that inhibit innovation throughout the organization.

Kanter suggests that three new sets of skills are necessary to manage effectively in innovation-stimulating environments: power skills that persuade others to invest information, support and resources for new initiatives; the ability to manage the problems associated with teams and employee participation; and an understanding of how changes introduced by individuals relate to strategic orientation.

The Change Masters attempts to show how individuals can help corporations stay ahead of a changing environment by moving their organizations beyond what they already know. Environments that stimulate people to act and give them the power to do so are described, and models of companies that encourage innovation are examined.

The Change Masters is published by **Simon & Schuster** and is available through the ASTD Professional Publishing Program. 432 pp. Order Code: KACM. \$16.50 ASTD national members. \$20.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



Becoming An OD Practitioner

Clients often tell OD consultants that, "Values are well and good, but I am interested in bottom-line results." This book attempts to show how certain social values typically associated with the field of OD are not simply well and good—that pursuing them produces long-term bottom-line results. Author Eric Neilsen explains that, "Values are organizing principles that put procedures in perspective and enable both consultants and clients to experiment with and modify organizational routines with an eye toward long-run consequences. . . . There is no such thing as a value-free organization."

Neilsen examines values that relate to how people manage their relationships at work, behavior in groups and leadership as guiding principles for deciding when to employ an OD procedure and how to modify it to meet specific situations.

The first part of the book provides an overview of the field, including defining the field, OD as an influence process and skills that OD practitioners should have. The second part of the book explores techniques and concepts for designing and implementing analysis and feedback activities. Chapters in this section include a comparison of the action research approach to other popular methods of introducing OD to organizations, scouting prospective clients, entry meetings, making contracts, data gathering in an interview/feedback project and developing action agendas. Part three discusses the basic techniques for value-oriented action research at group and individual levels. 280 pp. \$18.95. **Prentice-Hall, Inc.** Englewood Cliffs, NJ 07632.

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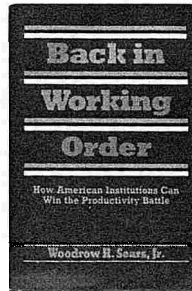
ii

Interactive Classroom Instruction

The goal of the instructor is to cause learning to happen. But, the way in which the instructor-learner interaction is handled can mean the difference between poor instruction and effective facilitation of the learning process. Dugan Laird and Ruth House have written *Interactive Classroom Instruction* to guide instructors through the phases of interaction they believe are necessary for successful results.

First, the authors describe the importance of climate-setting—the establishment of a setting that encourages learning. The next chapter focuses on how instructors can stimulate participant responses that contribute to learning. Chapters on securing and nurturing interaction and handling emotionally loaded situations address the nontechnical aspects of the instructor-learner relationship. The final chapter deals with feedback—a process that the authors believe must occur throughout the learning process. Diagrams and charts supplement the text, and a resource list is included.

Published by **Scott, Foresman and Company**, this book is available through the **ASTD Professional Publishing Program**. 208 pp. Order Code: **LATC**. \$17.00 **ASTD national members**. \$20.00 **nonmembers**. \$1.50 shipping and handling. Send prepaid orders to **ASTD Publishing Service**, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

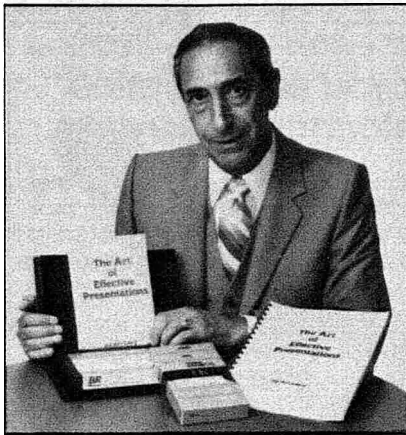


Back In Working Order: How American Institutions Can Win the Productivity Battle

Woodrow Sears, Jr. believes that many of the social solutions that have been applied to political problems in the past 20 years have contributed to the demise of the work ethic and to the decline in productivity during the 1980s. Sears provides counterpoints to competing management ideologies and presents an analytical model for examining organizations and their purposes. The goal of the book is to explain how elements of organizational and institutional life can be used to win the productivity battle by cutting through simplistic solutions and restructuring institutions.

Topics include: management's role in the loss of business leadership; social forces that have contributed to productivity decline; why competence is not rewarded; why institutions work against efficiency; how management should respond to contemporary economic realities; and the issue of organizational effectiveness and strategy development.

The last chapter describes 20 action steps for enhancing productivity, including finding, developing and rewarding achievers; partnerships between government and industry for strategic planning; and experimenting with job elimination systems. 129 pp. \$18.95. **Scott, Foresman & Company**, 1900 East Lake Avenue, Glenview, IL 60025.



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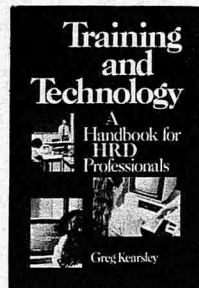
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Training and Technology: A Handbook for HRD Professionals

During the past two decades, technology has been applied to a wide range of teaching and learning activities. Greg Kearsley explains that in addition to the "hard" aspects of technology—the machinery itself—the "soft" aspects that include procedures, methods and techniques are what define the traditions, social roles and language associated with a technology.

Training and Technology is intended as an introduction to the hard and soft technologies that will shape the future of training. The book covers hard technology through chapters on audio-visuals, film/video, computers, telecommunications and programmed instruction. Chapters on instructional systems development, job aids, behavior modeling and learning strategies compose the soft technology part of the book.

The last part is about using technology and includes chapters on matching hard and soft technology, media selection, cost/benefit analysis and problems. Eight case studies help the reader to identify problems and socio-political implications of technological systems, evaluate the costs and benefits in training applications and select the right technology for the learning situation. The book is published by **Addison-Wesley** and is available through the ASTD Professional Publishing Program. 208 pp. Order Code: KETT. \$20.00 ASTD national members. \$25.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



Overcoming Computer Fear

"Say the word 'computer,' and people react—with love, hate, fear, excitement, technocratic arrogance and profit-lust. These emotional reactions fog our vision and prevent our seeing the machine itself, and what it can do for us," remarks Jeff Berner. Berner's goal is to help readers understand that computers are really organizing tools that can be useful to almost anyone if the capabilities are tailored to meet the individual's specific needs.

The author describes the most common fears of learning and technology, why the fears are unnecessary and how to dispel them. In addition, a chapter on "terminal health" addresses discomfort associated with computer use such as eye fatigue, skeletal strain and emotional stress, and ways to deal with these problems. "Women and computer fear" discusses myths that keep women from being more involved in the computer revolution. Part two, on overcoming the fear, includes chapters on the variety of computer experience, personal power and professional mobility, and the human side of computers. Subsequent portions of the book discuss computer literacy, computer selection and an "average day in the life of a computer lover." 92 pp. \$3.95. **Sybex Press**, 2344 Sixth Street, Berkeley, CA 94710.