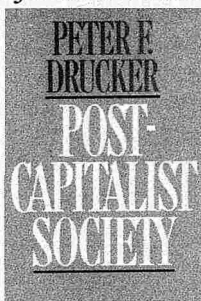


Books

Post-Capitalist Society

by Peter F. Drucker.



Every few hundred years a radical transformation occurs that changes a society's world view, economies, social and political structures, and values. According to Peter Drucker, we are in the midst of

such a transformation now.

In his newest book, *Post-Capitalist Society*, Drucker analyzes this transformation as a prelude to the end of capitalism and the nation-state. Replacing these, the author predicts, will be a Knowledge Society and a Society of Organizations.

Drucker presents an illuminating analysis of how this Knowledge Society is being created, by examining the historical forces that have transformed the meaning of knowledge. According to the author, knowledge and its uses will become the primary resources of the future—much like capital, land, and labor have been to nineteenth- and twentieth-century economic theories.

Drucker examines the effect this evolution is having on the ways in which people in developed countries live and work. He shows how the systematic use of knowledge by “knowledge workers” is revolutionizing the ways governments, corporations, and social organizations operate and interact with each other.

One significant component of society that is affected directly by this transition is the business organization. Drucker says management's new role will be to determine how knowledge can best be applied to produce results and systematic innovation.

Organizations also must build the

management of change into their structures, says Drucker. A knowledge-based organization requires that everyone take responsibility for the company's business objectives, as well as its contribution to society.

“This [book] is not a history of the future. It is a look at the present. With respect to the postcapitalist society, we know what has happened and why; we know what is going to happen and why—at least in outline—and a good deal is already happening.

“What the future society will look like, let alone whether it will indeed be the ‘knowledge society’ some of us dare to hope for, depends on how the developed countries respond to the challenges of this transition period. If we can understand and respond to [those challenges], we can create a new future.”

Peter Drucker is a professor of social science at Claremont Graduate School in Claremont, California.

Post-Capitalist Society, by Peter F. Drucker. 232 pp. New York, NY: HarperBusiness, 212/207-7581, \$25.

Circle 245 on reader service card.

World-Class Training: How To Outdistance the Global Competition

by Bren D. White.



World-Class Training is a first-class book. Bren D. White explains the need-tos and how-tos of developing world-class, multifaceted training, and integrating it into a firm.

And he explains it with the confidence of someone who has already helped accomplish the feat—more than once.

This month's column explores the evolution of a new age and the concept of learning organizations. It also features a guest contributor's review of a book about teamwork.

White devotes only one chapter to the competitive challenges a global economy presents. This brevity will be appreciated by avid readers of business books, who can already hum the tune. At the end of that chapter, the author provides a definitive list of global competitive priorities that organizations must adopt before they can begin to develop world-class training programs.

The author gets down to business in chapter 2 by defining world-class training and describing the characteristics of trained, world-class employees.

White says world-class training will develop employees who are fluent in various languages, understand how the European Community works, and have lived abroad and mastered the art of cross-cultural negotiation. World-class employees are customer-focused and understand continuous improvement. They are PC-literate, appreciate other cultures, and understand international economics. They are excited about coming to work every day.

Most executives can't even fathom that degree of personal development, let alone integrate those elements into every employee's training. But some companies are trying. In chapter 3, White discusses them and describes what it takes to develop world-class leadership. In chapters 4 and 5, he elaborates on how training can help.

White goes on to outline exactly how to develop this "big-picture" training, in chapters 6 and 7, and he backs up his blueprint for success by sharing examples of companies that are working to make it happen.

"To implement a process as powerful as world-class training, a massive but subtle campaign is required. It's a fascinating blend of organizational reengineering, organizational learning, and marketing.

"Those responsible for implementing the process must be ferocious learners, excellent marketers, and experts in organization development. They must...know how to create the future of the enterprise."

Bren White is chief operating officer for the World Group, a consulting firm in Bethesda, Maryland.

World-Class Training: How To Outdistance the Global Competition, by Bren D. White. 162 pp. Dallas,

Ordering Information

For more information on any book listed in this column, circle the corresponding number on the reader service card and drop the card in the mail.

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!*

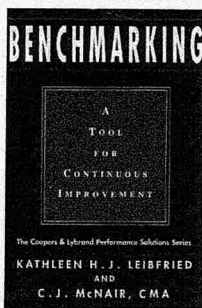
To order books that are available from ASTD Press, please call 703/683-8129. Order all other books through the publishers.

TX: Odenwald Press, 214/221-5793, \$19.95.

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Benchmarking: A Tool for Continuous Improvement

by Kathleen H.J. Leibfried and C.J. McNair.



This book seems to be written for anyone who is interested in the "B word." It contains something for everybody, whether you're a novice wanting to learn benchmarking basics, an experienced professional in charge of a benchmarking project, or an expert who's curious about what other organizations are doing.

In *Benchmarking: A Tool for Continuous Improvement*, authors Kathleen Leibfried and C.J. McNair demonstrate how benchmarking can be applied to every aspect of business in order for a company to increase its market share.

The authors begin by explaining that benchmarking begins with a thorough analysis of a firm's practices within any level or functional area. After the company has gained a clear understanding of current practices, the next step is to identify an external standard against which the activities can be measured.

Leibfried and McNair offer a blueprint for implementing, managing,

and evaluating a benchmarking program. The book also features in-depth explanations of how such companies as Avon, Exxon, and Janssen Pharmaceutica are conducting their benchmarking projects. And it shows how they are using their findings to facilitate continuous learning and process improvements.

"Benchmarking is an early-warning system of impending problems. If its siren sounds, change is needed. Through the use of objective, market-oriented measures of performance, it focuses attention where attention is needed and rips away the blinders that prevent learning.

"[The book explores] benchmarking from many different perspectives. It is more than a one-time measurement; it is a tool for creating the learning organization. The goal is to provide [the reader] with the tools necessary to embark on a benchmarking project or to decide whether benchmarking is the right tool to use."

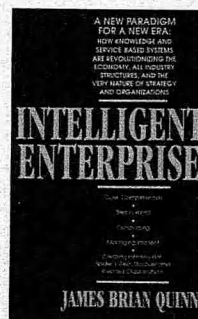
Kathleen Leibfried is a manager with the manufacturing consulting group of Coopers & Lybrand in New York. C.J. McNair is a professor of accounting at Babson College in Rhode Island.

Benchmarking: A Tool for Continuous Improvement, by Kathleen H.J. Leibfried and C.J. McNair. 344 pp. New York, NY: HarperBusiness, 212/207-7581; \$29 (U.S.), \$39 (Canada).

Circle 247 on reader service card.

Intelligent Enterprise: A Knowledge and Service-Based Paradigm for Industry

by James Brian Quinn.



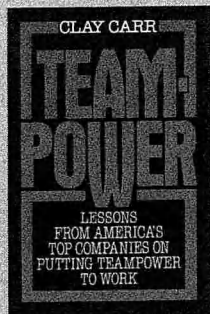
James Brian Quinn argues that successful companies will maintain their competitive edge not from manufacturing superior products, but from using a few highly developed service skills to add value to their operations.

In *Intelligent Enterprise*, Quinn examines some important themes in economics, corporate strategy, and organizational theory. He also

Readers' Reviews

Ever wonder what other trainers and HRD practitioners think about the books they've read? The following review is one reader's critique of Clay Carr's latest book, *Teampower*. If you would like to write a review for *Training & Development*, call Theresa Minton-Eversole, T&D "Books" editor, at 703/683-8134.

Teampower: Lessons From America's Top Companies on Putting Teampower to Work by Clay Carr.



Midlevel operations managers of small and mid-sized companies will gain the most benefit from reading *Teampower* by Clay Carr.

Carr discusses several organizations, including Saturn, AT&T, Harley Davidson, and Wordperfect, to illustrate many of the positives that can be derived from the creativity of self-managed teams.

Why have some organizations been successful at harnessing the power of teams while others are still floundering? The author explains that the successful ones have replaced management's traditional focus on power, control, and authority with teamwork strategies, to empower employees "to manage themselves in pursuit of organizational goals."

In chapters 1 and 2, Carr discusses the concept of self-managed teams and describes eight characteristics of successful teams. The characteristics include shared team values, commitment to clear goals and measurable objectives, a gen-

uine need for each team member, effective communication channels, and individual as well as group competence.

In chapters 3 and 4, Carr describes basic types of teams and provides numerous examples of organizations that are making the team structures work. He also discusses the advantages and disadvantages of several types of team structures.

In the next chapter, the author describes the manager's basic roles and the core management functions required for effective teampower. He notes that as teampower takes hold, the role of the manager evolves from controlling people and processes to managing "five functions required to support teampower and keep it working." The five functions:

- aligning team goals with organizational goals
- coordinating several teams so they work together effectively
- managing teams' decision-making processes
- facilitating team and individual continuous learning
- establishing and maintaining trust.

In chapters 6 through 9, the author explains how managers can develop the skills they need to perform those functions. He also offers suggestions on how to prepare for teamwork and explains how to develop a self-managed team. Topics include rewarding team players, working with consultants, establishing cooperation with labor unions, and dealing with the prob-



Guest reviewer
Ken Wolensky

lems of employee illiteracy and low math skills.

Carr concludes by warning that teamwork can be rewarding but that it is difficult to implement because of organizational barriers. He speaks of a "balance of forces" in organizations, with some forces pushing forward for empowered teams, while other

forces push back against them. According to Carr, it is that balance that will determine "what kind of teams you can use and how successful they will be."

Teampower's greatest strength is that it plainly delivers practical recommendations for surviving the evolution from traditional organizational management to team-focused business environments. Carr's use of examples reinforces his arguments and enhances the book's blend of theory and practice, without overwhelming the reader.

Clay Carr heads an internal consulting group within the Defense Logistics Agency.

Teampower: Lessons From America's Top Companies on Putting Teampower to Work, by Clay Carr. 269 pp. Englewood Cliffs, NJ: Prentice-Hall, 800/288-4745, \$21.95.

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This book was reviewed by Ken Wolensky, the director of policy, research, and planning for Pennsylvania's insurance commission, and a faculty member for the state's management development program.

describes how developments in the service economy and technology have contributed to much of the social and business restructuring taking place today.

According to Quinn, formulating a service-based strategy requires that a

company increase its value by implementing technological improvements to enhance its overall performance and its customer service. It also requires that organizations come up with product features that their competitors cannot reproduce.

A service-based strategy also requires a new role for managers. Managers must define each value-creating activity as a service. Then they must determine whether their company can perform that service—whether it's flexible design, fast

response, or better distribution—better than anyone else in the world.

Companies also must eliminate or outsource less-important functions, to keep themselves lean and to get the most out of all their available resources.

The author spotlights several organizations, including Apple, Honda, and Merck, as examples of how to perform the necessary internal analyses. He also discusses how these companies build and implement service strategies around core organizational competencies.

“Effective strategies will depend more on the development and deployment of intellectual resources than on the management of physical and fiscal assets. The key concept of disaggregating corporate activities into manageable intellectual clusters—called service activities—is the crux of reconceptualizing organizational structures, the management of intellect, and the interlinkage of corporate organizations with the new ‘alliance’ modes of external competition.”

James Brian Quinn is a professor of management at the Amos Tuck School at Dartmouth College.

Intelligent Enterprise: A Knowledge and Service-Based Paradigm for Industry, by James Brian Quinn. 473 pp. New York, NY: The Free Press, 800/257-5755, \$29.95.

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Additional Reading

Paradigm Shift: The New Promise of Information Technology, by Don Tapscott and Art Caston. 337 pp. New York, NY: McGraw-Hill, 800/262-4729, \$24.95.

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The Middle Management Challenge: Moving From Crisis to Empowerment, by Alan L. Frohman and Leonard W. Johnson. 185 pp. New York, NY: McGraw-Hill, 800/262-4729, \$22.95.

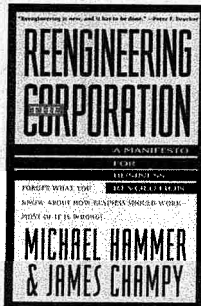
Circle 252 on reader service card.

Business Guide to Waste Reduction and Recycling, by Xerox Corporation. 111 pp. Palo Alto, CA: Xerox Systems Institute, 415/813-7839, \$25.

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Reengineering the Corporation: A Manifesto for Business Revolution

by Michael Hammer and James Champy.



This is certainly the book to read if you want the scoop on the latest buzzword—reengineering. In their book, *Reengineering the Corporation*, Michael Hammer and James Champy explain the concept and show how to redesign a company.

According to authors Hammer and Champy, organizations have no time to waste on isolated, incremental improvements that may or may not provide quick fixes to business problems. Such methods fail because they try to fix problems that are tied to old management theories that no longer work in today’s marketplace.

“At the heart of business reengineering lies the notion of discontinuous thinking—identifying and abandoning outdated rules and fundamental assumptions that underlie current business operations.”

The authors say companies must start all over—that they must reorganize work based on the demands of today’s markets and the power of today’s technologies.

Throwing everything away and starting over sounds drastic because it is. But it’s not impossible. The authors outline the redesign process and show how to look for reengineering opportunities.

There also are a few elements of twentieth-century business philosophy that the authors say U.S. companies can hold on to while reinventing themselves.

“Reengineering capitalizes on the same characteristics that have traditionally made Americans such great business innovators: individualism, self-reliance, a willingness to accept risks, and the propensity for change. Business reengineering doesn’t try to change the behavior of American workers and managers. Instead, it takes advantage of American talents and unleashes American ingenuity.”

Hammer and Champy back up their premise that it’s possible to completely reinvent an organization, by providing examples of how it’s being done at such companies as Hallmark, Bell Atlantic, and Taco Bell.

The book “is meant to be a comprehensive, authoritative, and lively treatment of a subject all managers need to know—how to participate in the wholesale reconstruction of their organizations.”

Michael Hammer is president of Hammer and Company, a management- and education-consulting firm in Cambridge, Massachusetts. James Champy is chair and CEO of CSC Index, also a management-consulting firm in Cambridge.

Reengineering the Corporation: A Manifesto for Business Revolution, by Michael Hammer and James Champy. 216 pp. New York, NY: HarperBusiness, 212/207-7581, \$25.

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The AMA Handbook for Developing Employee Assistance and Counseling Programs, edited by Dale A. Masi. 366 pp. New York, NY: Amacom, 212/586-8100, \$27.95.

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The Sales Management Sourcebook, edited by Ira G. Asherman and Sandra Vance Asherman. 357 pp. Amherst, MA: HRD Press, 800/822-2801, \$44.95.

Circle 255 on reader service card.

Cracking the Over-50 Job Market, by J. Robert Connor. 290 pp. New York, NY: Plume Books, 212/366-2222; \$12 (U.S.), \$14.99 (Canada).

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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.