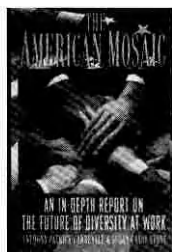


Books

The American Mosaic: An In-Depth Report on the Future of Diversity at Work

by Anthony Patrick Carnevale and Susan Carol Stone.



In this landmark study sponsored by the American Society for Training and Development, Anthony Carnevale and Susan Stone reveal the effects of changing workforce demographics on U.S. business, government, labor unions, and the economy—now and into the 21st century. They also explain how U.S. businesses that correctly manage diversity can gain a competitive advantage in the global marketplace.

“Our aim is to provide an overview of diversity issues and the identity groups [that make up] the new workforce. We draw on data and research, which are often highly specialized, as well as on news media and other reports in an effort to put diversity into perspective.”

The American Mosaic is teeming with facts, research, and insights that define diversity and the forces that shape it.

In Part 1, the authors explore the context for valuing and managing diversity. Specifically, they analyze three models of American identity that have helped to shape current thinking on diversity issues. They discuss the effects of such historical developments as the civil-rights and ethnic-consciousness movements of the 1960s and 1970s and equal-employment-opportunity and affirmative-action programs, all of which have heightened diversity awareness in society and the workplace. And they explain how changes in domestic demographics, immigration trends, and

the economy make valuing diversity a business imperative.

In Part 2, the authors identify many of the challenges of diversity and describe the work-related concerns of major identity groups in the workforce. The groups are broken down by race, age, ethnicity, gender, sexual preference, and disability. The authors also describe how each of the groups affects and is affected by the diversity revolution.

“Despite imperfect progress, America’s efforts to value and manage diversity in the workplace are showing that difference can be a strength, not a weakness. The American experience is illustrating that, when civilization fault lines exist internally, they can point the way to a truer humanity. An epigram runs: I saw in the distance what I took to be a beast, but when I came close, I saw it was my brother and my sister. But people need to be willing to come close and open their eyes.

“It is a hard journey, but Americans increasingly are doing this in the workplace, and these efforts confer an advantage on the United States. The advantage may not last long, however. Other nations are bound to adapt such efforts to their own environments. Like America, they are likely to do so not mainly because they aspire to moral heights, but because they need to remain competitive in the global economy.”

Anthony Carnevale is vice-president and director of human-resources studies at the Committee for Economic Development, located in Washington, D.C. Susan Carol Stone is president of Stone Communications, a management-consulting and training firm in Bethesda, Maryland.

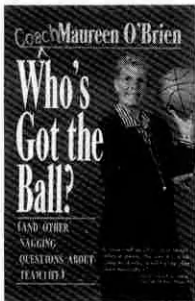
The American Mosaic: An In-Depth Report on the Future of Diversity at Work, by Anthony Patrick Carnevale

This month’s books cover diversity, teamwork, leadership, and self-enrichment—plus, holiday gift ideas for business-book read-aholics.

and Susan Carol Stone. 528 pp. New York, NY: American Society for Training and Development/McGraw-Hill. This book can be purchased through ASTD Press, 703/683-8100. Order code: CAAM. Priority code: FNM. \$28 for ASTD members, \$30 for nonmembers. **Circle 245 on reader service card.**

Who's Got the Ball? (And Other Nagging Questions About Team Life)

by Maureen O'Brien.



According to Maureen O'Brien, about 80 percent of all employees now participate in work teams. If you're a team leader, there's a lot of information out there that can help increase your effectiveness and

better your performance. But, she says, few resources are available for other team members. She hopes to fill the void with her book, *Who's Got the Ball?*

"Scrimmage training" is the term the author uses to describe her one-on-one, team-coaching approach. A former professional basketball player and coach, O'Brien effectively uses sports analogies to show how this approach increases productivity and return on training investment.

"During a sports scrimmage (practice game), the sports team plays as if it's in a real game. The major difference between a scrimmage and a real game is that during a scrimmage the coach can call unlimited time-outs to provide feedback to the team about its performance. This is action learning at its best.

"Scrimmage training is live, on-the-job training that uses no role-playing, case studies, or simulations. I actually coach a team while [it] discusses and resolves real work issues. I call time-out just like the coach does during a scrimmage. This intimate coaching involvement has offered me a unique vantage point for observing the types of problems teams are encountering and for understanding the kinds of coaching interventions that help most."

The book is organized into six parts. Part 1 defines the basics, or fundamentals, shared by all high-per-

Additional Reading

Knock Your Socks Off Answers: Solving Customer Nightmares and Soothing Nightmare Customers, by Kristin Anderson and Ron Zemke. 143 pp. New York, NY: AMACOM, 212/903-8259, \$15.95.

Circle 249 on reader service card.

Consultant's Journey: A Dance of Work and Spirit, by Roger Harrison. 200 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$29.95.

Circle 250 on reader service card.

Managing Sales Leads: How To Turn Every Prospect Into a Customer, by Bob Donath, Carolyn K. Dixon, Richard A. Crocker, and James W. Obermayer. 417 pp. Lincolnwood, IL: NTC Business Books, 708/679-5500, \$37.95.

Circle 251 on reader service card.

The New Language of Work, by Danny Langdon. 215 pp. Amherst, MA: HRD Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: LANL. Priority code: FNM. \$26 for ASTD members, \$28 for nonmembers.

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Team Fitness: A How-To Manual for Building a Winning Work Team, by Meg Hartzler and Jane E. Henry. 245 pp. Milwaukee, WI: Quality Press, 800/248-1946, \$24.95

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Next month, "Books" celebrates 50 years of T&D magazine by revisiting reviews from decades past, as well as reviewing current books.

forming teams. Part 2 focuses on the role of each team member and the responsibilities that each must accept.

In Part 3, the author describes common team problems and offers advice on how responsible team members can intervene to turn them around. In Part 4, O'Brien provides tips for making the most of team meetings. In Part 5, she shares her insights on the concept of empowerment as it relates to decision making and implementation. Included among the topics covered:

- ▶ creating a workable team structure
- ▶ becoming a valuable contributor without losing your individuality
- ▶ giving constructive feedback
- ▶ making the transition to team leader.

In Part 6, O'Brien speaks to senior managers and team leaders about the role they play in creating a team-friendly organizational climate.

"It's not enough to say that your company is making the shift to a team-based organization. Management needs to commit to the change and demonstrate its commitment through action and example. Even the best team will get stuck if [it] does not have the support of [the] team leader and [the] organization's management.

"Only when team members and management have clear and accurate expectations about each other's roles,

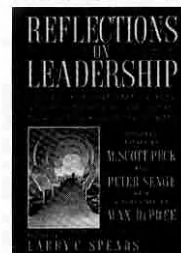
decision-making boundaries, and responsibilities will an organization have successful, high-performing teams."

Maureen O'Brien is president of OB Management Consultants and lives in Myrtle Beach, South Carolina.

Who's Got the Ball? (And Other Nagging Questions About Team Life), by Maureen O'Brien. 189 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$22.

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Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers
edited by Larry C. Spears.



Hailed as the grandfather of the modern empowerment movement, Robert Greenleaf described true leaders as those who lead by serving others—empowering them to reach their full potential. Larry Spears's book, *Reflections on Leadership*, shows the effect that Greenleaf's philosophy has had on contemporary management theory and some of today's most influential business thinkers.

The book is a compilation of essays by such notable management gu-

Book Buys for the Yuletide

Tell-all books are making a strong appearance this year in the general-business book-publishing world, as many companies and business leaders publish corporate histories to reveal their secrets to success. Here are some interesting reads—one of which might be a perfect gift for your favorite bookworm.

The HP Way: How Bill Hewlett and I Built Our Company

by *David Packard*.

Packard recounts how he and college buddy Bill Hewlett built one of the world's largest electronics corporations by adopting a business philosophy that stressed employee empowerment, individual creativity and innovation, and companywide community involvement.

HarperBusiness. \$17 (U.S.), \$23.75 (Canada). 212 pp.

McDonald's: Behind the Arches

by *John F. Love*.

Love details the entrepreneurial brilliance of the people who turned a single hamburger stand in Des Plaines, Illinois, into a multibillion-dollar corporation. The secrets to success: "a system that bridges the gap between entrepreneurs and

corporations" and an unflappable desire to meet change and competition head-on.

Bantam Books. Paperback. \$12.95 (U.S.), \$17.95 (Canada). 486 pp.

The Disney Touch: How a Daring Management Team Revived an Entertainment Empire

by *Ron Grover*.

Ron Grover shares his interpretation of the triumphs and tribulations the Walt Disney Company faced as it struggled to revitalize itself under the direction of chairman Michael Eisner and Walt Disney Productions' late president, Frank Wells.

Irwin Professional Publishing. \$22.95. 298 pp.

The Nordstrom Way: The Inside Story of America's #1 Customer Service Company

by *Robert Spector and Patrick D. McCarthy*.

The authors vividly illustrate the fine points of the customer-service strategy that has made Nordstrom one of the most respected—and feared—retail powerhouses in the United States.

John Wiley & Sons, \$24.95. 244 pp.

"But how will they know that it really was your idea?" I asked.

"They will never know," he answered, as if that were the core of the beauty of the stratagem."

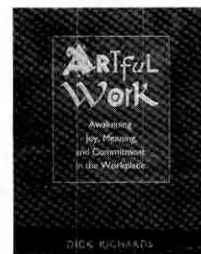
Larry Spears is executive director of the Greenleaf Center for Servant-Leadership, located in Indianapolis, Indiana.

Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers, edited by Larry C. Spears. 352 pp. New York, NY: John Wiley & Sons, 908/469-4400; \$27.95 (U.S.), \$39.50 (Canada).

Circle 247 on reader service card.

Artful Work: Awakening Joy, Meaning, and Commitment in the Workplace

by *Dick Richards*.



Art and work are not mutually exclusive, contends Dick Richards. And in his book, *Artful Work*, he shows workers how to change the way they think about

their jobs in order to put the artistry back into their work.

Richards explains that the artist believes that all work can be artful and that the reward of artful work is in the doing. The artist believes that the ambition of artful work is joy and that all work is spiritual work.

The author also says that artful work demands that artists own the work process. Artful work requires consistent and conscious use of self, he says. And, he adds, as the artist creates the work, the work creates the artist.

Richards says employees must bring four human energies—physical, mental, emotional, and spiritual—together in the workplace in order to achieve wholeness and interdependence.

"The process of bringing all of our energy together, of calling all of ourselves to a particular moment or task, is the process that results in artistry. It is called centering."

The author describes the characteristics of centered leaders, workers, and organizations and outlines the steps that each must take in order to infuse work with meaning.

rus as M. Scott Peck, Ann McGee-Cooper, Peter Senge, Sheila Murray Bethel, and the late Robert Greenleaf himself.

Part 1 features three essays by Greenleaf. In the first, he recounts five personally significant influences that led him to focus on servant leadership. In the second work, previously unpublished, Greenleaf shares his insights about what power does to otherwise competent managers. The section concludes with an essay on business ethics that also draws from previously unpublished materials by Greenleaf.

In Parts 2 and 3, essays address such topics as servant-leadership training, spirit in the workplace, servant leadership and corporate risk taking, personal development, and team building.

In Part 4, Peter Senge writes of Robert Greenleaf's legacy, and others

discuss the relationship between servant leadership and some of the leadership lessons emerging from the newer sciences. Greenleaf's son closes this section with a personal remembrance of his father:

"Over the years I am sure that my father tried many times to pass on to me some of what he had learned. While I generally paid little attention, one lesson was so surprising that it did stick in my mind.

"Suppose that you had a really good idea for your organization. How would you go about trying to get it accepted? This is how I have learned to do it," said Bob. "First, decide who are the key people in getting the idea adopted. Then begin to tell them the idea, but only suggestively and a bit at a time. Let them come to the idea themselves, so that they think that it was their own idea."

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Books

“COMPANIES
PLEDGE TO
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SURRENDER
CONTROL”

“Artful work is a new covenant in which companies pledge to provide joyful work and surrender control of work processes. This pledge encourages artful work and increases the possibility that employees will commit to quality, values, and service. This covenant requires that companies be very clear about their purposes and create new processes to link people with joyful work. Employees agree to take charge of their own careers, depend for security on their own skills and resources, and resolutely seek artful work and ownership of their work processes.”

Dick Richards is an international consultant who specializes in leadership development, organizational change, teamwork, and personal-growth counseling and training.

Artful Work: Awakening Joy, Meaning, and Commitment in the Workplace, by Dick Richards. 127 pp. San Francisco, CA: Berrett-Koehler, 415/288-0260, \$25.

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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.