

New Training Tools

Management Development

Move over, Business School U.S.A. And make way for the monstrous number of commercial management development tools available. Following are the newest.

Training the top ten

What are the ten most critical management skills? According to Assessment Designs, International (ADI), they are skills in perception, organization and planning, decision making, decisiveness, interpersonal relations, leadership, control and follow up, flexibility, oral communication, and written communication. Now ADI offers training in each of these skills via 10 distinct, yet integrated, self-instructional modules.

The *Management Skill Development Series* encourages managerial action and involvement. Each module offers six to eight hours of self-paced training in one particular skill, providing immediate feedback to lead the learner through the course. The modules present real-world experiences to involve and interest learners and to facilitate transfer of training to their jobs.

The *Management Skill Development Series* is designed for managers at all levels. For further information, or to order a free 15-day examination module, contact **Assessment Designs, Intl.**, 2500 Maitland Center Pkwy., Maitland, FL 32751, 305/660-8887.

Change like a leader

An organizational change—anything from the introduction of automation to the implementation of a new appraisal system—will fail if it sparks fear or discomfort among employees. A new training tool teaches managers how to make changes in discrete, well-defined steps to prevent personnel disturbances and ensure change success.

The *Change Leadership System* is an instructor-led workshop package that helps managers answer questions such as

- What kind of attitudes and practices can you promote to make change happen?

- How can you ensure a smooth implementation?

- What specific team skills do you need to make the change effective?

The system can be used for all planned changes—procedural, personnel, and technical. It is designed to help managers introduce such innovations as new strategic plans, product and process alterations, structural realignments in the organization, new management information systems, and new technologies.

The *Change Leadership System* breaks the change process into nine components. For each component the system provides instructions, checklists, scoring keys, guidelines for interpretation, and planning worksheets. Each component applies leadership steps to change, teaching managers how to clarify a change being made, document organizational barriers to the change, choose the best strategies for overcoming barriers, define their role on the change team, define team strengths and confront vulnerabilities, and develop a practical plan for the change.

Accompanying the components is a trainer's guide with suggested workshop formats and course studies. The guide specifies how to deliver the training and how to recognize and resolve problems in the training process.

For further information, contact **McBer and Company**, 137 Newbury St., Boston, MA 02116, 617/437-7080.

Manager as interviewer

Laserdisc technology reaches management training with the latest from December Dimensions International (DDI), *Targeted Selection/CBT*. It is an off-the-shelf computer- and laserdisc-based program that teaches effective interviewing and evaluating techniques in, according to the manufacturer, 20 to 50 percent less time than is required for traditional classroom instruction.

Targeted Selection/CBT software

pretests the learner to determine individual training needs, then constructs an individualized learning path. The program assesses progress continually; provides in-depth feedback frequently; and accelerates or repeats instruction as needed. The software encompasses a wide range of interviewing situations, from upper-management to front-line hiring. It uses a combination of 1,500 computer screens and more than four hours of video replay material to provide detailed skill instruction.

No live instructor is needed; managers learn by working "one-to-one" with the machine. Program hardware includes an IBM PC (256K, 2 DSDD drives), an industrial-model laserdisc player, a combination color video and computer monitor, electronic interface equipment, and a pointing device.

For further information, contact **Development Dimensions Intl.**, Development Dimensions Plaza, 1225 Washington Pike, P.O. Box 13379, Pittsburgh, PA 15243, 412/257-0600.

Still searching for excellence?

Advanced Systems, Inc. (ASI) announces a personal-computer-based, interactive software program for management development. *In Search of Excellence*, which is based on the best seller by Tom Peters and Robert H. Waterman, Jr., teaches managers the eight principles of excellence listed in the book: a bias for action; staying close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value drive; stick to the knitting; simple form, lean staff; and simultaneous loose-tight properties.

In Search of Excellence shows users what other managers have done to create "pockets of excellence" in their organizations, then teaches applications of the key excellence concepts. After showing how to put the principles to work, the program helps users track their action plans and develop new strategies to remain on their excellence course.

Users need not have a knowledge of either the personal computer or *In Search of Excellence* principles before using this program. The application software, on-line instruction, and examples are provided through five personal computer diskettes, a reference guide, and a copy of the Peters and Waterman book.

The program requires an IBM PC, PC-XT, AT, or IBM-compatible personal computer; 128K memory; PC DOS 2.0 or higher; and a printer. Price is \$349; quantity discounts are available.

For further information, contact **Advanced Systems, Inc.**, 155 East Algonquin Rd., Arlington Heights, IL 60005, 1-800/822-2398. (In Illinois call collect at 312/981-1500).

Management power

New in managerial self-analysis: Xicom's power profile. The *Power Base Inventory* is a self-administered, self-scored diagnostic instrument that helps managers identify the kinds of power they use to influence subordinates. Once the instrument points out personal power style, it compares the style to that of other managers. This comparison helps the profiled manager decide whether he or she uses power appropriately.

In 10 minutes, managers know their use of six "power bases": information, expertise, goodwill, authority, reward, and discipline. Feedback and diagnostic materials help managers determine how well their profiles fit specific managerial situations. The feedback materials are informative and nonthreatening. The diagnostic materials include a list of uses and requirements for each power base, plus warning signals of power over- and underuse.

For further information, contact **Xicom, Inc.**, Sterling Forest, Tuxedo, NY 10987, 800/431-2395. (In New York call 914/351-4735.)



The New Training Tools column is prepared by Geraldine Spruell. Send inquiries and items for consideration to: Tools Editor, ASTD, 1630 Duke St., Box 1443, Alexandria, VA 22313.

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