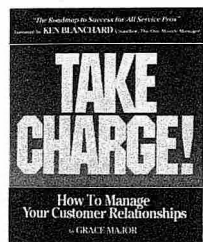


Books

Take Charge! How To Manage Your Customer Relationships

by Grace Major.



"Everyone who depends on the quality of our work is considered to be a customer," says Grace Major, author of *Take Charge! How To Manage Your Customer Relationships*.

All customers have different requirements and expectations, but companies should deal with them all equitably if they plan to keep them.

Major is a service professional, so she is aware of how difficult it can be to deal with customers, especially disgruntled ones. In *Take Charge!* she presents five processes that can help manage internal and external customer interactions:

- ▶ Build effective work relationships.
- ▶ Use a four-step approach to managing customer interactions.
- ▶ Diffuse and manage situations with upset and angry people.
- ▶ Maximize the advantages of your work style through self-assessment.
- ▶ Relate and work successfully with everyone.

Throughout her discussion of each process, Major provides structured exercises and action plans that readers can complete to help them learn how to improve the quality of service they deliver to customers. Professional-development guides for each process are found at the end of the book, so readers can use the book as a reference in the future.

"The fundamental way to build positive momentum in our work with customers takes advantage of the natural inclination people have to reciprocate behavior," says Major. "The customer acts; we react. If the customer sets a productive tone and

direction, this can be OK. Otherwise we end up reciprocating negative behaviors and working to our own disadvantage.

"Service pros act, not react. We should assume responsibility and lead the way to productive conversations, optimal solutions, and mutually satisfactory relationships. Our effectiveness depends on how smoothly we take charge and how satisfactory we make each interaction for our customers and ourselves."

Grace Major, a consultant, is the founder of Sigma International in Oakton, Virginia.

Take Charge! How To Manage Your Customer Relationships, by Grace Major. 266 pp. Oakton, VA: Sigma Books, 703/934-0300, \$27.95.

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Recognition Redefined: Building Self-Esteem at Work

by Roger L. Hale and Rita F. Maehling.



If you reecccally want to get recognized for a job well done, work for Tennant Company. The company has established a three-dimensional employee-recognition model that fully supports its quality initiative by rewarding all levels of employee participation that contribute to the organization's overall success. The system the company has and the processes it uses to implement it are the focus of Roger Hale and Rita Maehling's book, *Recognition Redefined*.

The program's main components support three types of performance recognition—formal, informal, and day-to-day—through the use of monetary and nonmonetary rewards

This month's reviews focus on increasing personal and professional development, achieving manufacturing excellence, and addressing the "people" side of organizations.

and incentives. Describing how each component is administered, Hale and Maehling provide valuable insights about why each is important and about what must be considered before integrating a recognition program into a corporate culture. They also share some of the problems Tennant has had during the program's evolution and offer practical advice on how to overcome the obstacles.

Hale and Maehling say that three important things can help ensure a program's success: sincerity, specificity, and consistency.

"Our commitment to recognition, like our commitment to quality, requires the full backing of management at all levels. That translates into time, money, and personal involvement. Managers can't make people feel good about themselves, but [they] can create a work environment that invites people to feel good about themselves and their work.

"To reinforce management commitment to our recognition efforts, we included demonstration of recognition skills and participation in the program as part of the performance reviews for all employees.

"No program of such magnitude can be achieved without dedication, effort, patience, and perseverance. But the results are well worth the effort."

Roger Hale is president of Tennant Company. Rita Maehling is the company's quality services manager.

Recognition Redefined: Building Self-Esteem at Work, by Roger L. Hale and Rita F. Maehling. 179 pp. Minneapolis, MN: Tennant Company, 612/424-1370, \$19.95.

Circle 246 on reader service card.

The Empowering Supervisor: From Supervisor to Team Leader

by Susan S. Stahl



The Empowering Supervisor is a story about one man's transformation from frontline supervisor to team facilitator.

Nicky, the story's major character, works for a company that still has not adopted the concepts of teamwork, empowerment, and total qual-

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ity. When the organization's top brass decides it's time to delve into these concepts, Nicky begins scrambling to learn as much as he can about how things will change, in order to improve his job security.

The remainder of the book shows how Nicky manages many of the issues and challenges that are common to organizational team-building efforts, such as

- ▶ overcoming resistance to change
- ▶ clarifying the union's role in work teams
- ▶ restructuring supervisory objectives
- ▶ gaining employee commitment
- ▶ managing job swapping
- ▶ conducting team meetings
- ▶ tracking team progress.

The story, of course, has a happy ending. Nicky and the company prosper to the point that they become role models for others to emulate, which is what author Susan Stahl says she hopes will happen for her readers.

"The book is not intended to be an answer to any specific problem," Stahl says in her preface, "but to encourage supervisors...to try new ideas and experience new things."

Susan Stahl is an organizational development manager for a large manufacturing facility in the south-east United States.

The Empowering Supervisor: From Supervisor to Team Leader, by Susan S. Stahl. 108 pp. King of Prussia, PA: Organization Design and Development Inc., 215/279-2002, \$9.95.

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All I Need to Know About Manufacturing I Learned in Joe's Garage: World-Class Manufacturing Made Simple

by William B. Miller and Vicki L. Schenk



This here's a story 'bout how NOT to build shelves for your garage and about how NOT to run a manufacturing operation. It's also the simplest explanation of what it takes to achieve manufacturing excellence that this reviewer has read (and understood).

Here's the story in a nutshell. Ol' manufacturing company vice-president, Joe, has some garage shelves built in his backyard one weekend by a bunch of neighborly folks who seem to have a hankerin' to do something outdoors that requires work. The project seems simple enough, until Joe tells them to follow the most detailed, elaborate backyard manufacturing system that any lawn-party junkie has ever seen.

One of the participants, Sandy, who also happens to work for Joe at the plant, narrates how system snags at several crucial points throw off the rigid production schedule. Not only does Sandy have to solve each problem and tighten scheduling in order to complete the job on time, but he also must deal with Ralph, a participant who happens to work for a Japanese competitor across town. Ralph presents his cause-and-effect analysis of every problem and explains how his company avoids these kinds of "unfortunate situations."

The shelves are built, and the deadline is met, despite the amazingly frustrating time the workers have doing the job. The operational procedures that Joe has set for the project—and has run his company by—prove to be ineffective and inefficient. They cause Sandy and Joe to make several poor snap decisions in order to meet a production deadline, which render a less-than-top-quality product.

The story does end on a high note. Sandy opens his mind to the fact that there could be a better way. In fact, he pursues his newfound ideas by joining that Japanese com-

petitor across town and by developing a lasting friendship with—you guessed it—Ralph!

William Miller is a management consultant for manufacturing companies. Vicki Schenk is an operations-management consultant.

All I Need To Know About Manufacturing I Learned in Joe's Garage: World-Class Manufacturing Made Simple, by William B. Miller and Vicki L. Schenk. 88 pp. El Dorado Hills, CA: Bayrock Press, 916/933-4362, \$9.95.

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The High-Performance Enterprise: Reinventing the People Side of Your Business

by Donna R. Neusch and Alan F. Siebenaler.

Reinventing the People Side of Your Business

THE HIGH-PERFORMANCE ENTERPRISE

THE HIGH-PERFORMANCE ENTERPRISE

DOONNA R. NEUSCH & ALAN F. SIEBENALER

According to the authors, Donna R. Neusch and Alan Siebenaler, a company's people are its only true competitive advantage. Their book, *The High-Performance Enterprise*, presents an approach to becoming a flexible, competitive company by maximizing the use of people power.

The authors say the information they present provides readers with useful knowledge about the concepts and principles associated with the term, "high-performance enterprise." It also establishes a benchmark for performance that moves beyond the traditional hype relating to high performance.

Neusch and Seibenaler contend that traditional management approaches have hindered the growth of a truly high-performance organization. They say that those approaches promote a fragmented treatment of business strategy, a flawed view of performance, and a soft-issues mindset toward people programs—and that they do not provide defined processes to remedy these problems.

The focus of the authors' people process is on leadership and how to apply it while creating a high-performance operating environment. Distilling such management systems

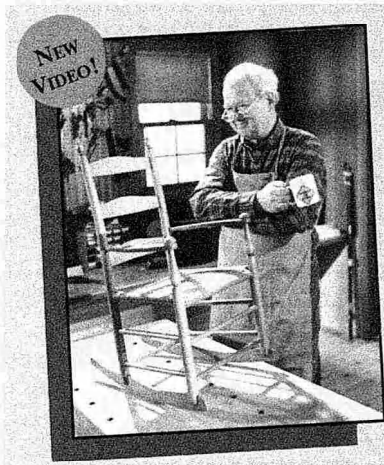
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Books

as self-directed teams, worker empowerment, and pay-for-performance, they provide a blueprint for corporate executives who want to energize their competitive edge. The authors say that this blueprint for an integrated people system can help companies move from a mindset of entitlement to one of accountability.

Their 10-step strategic process for improving performance links employees' jobs, performance, and skill development to an organization's overall business strategy. The process also emphasizes a strategy-based compensation system and the need to provide work conditions that elicit continuous process improvements.

"We deeply believe that opportunities for improved performance have

been placed off limits for many companies," say Neusch and Siebenaler, "not because they are powerless, but because they don't really know how to go about improving performance.

"Companies are far from powerless. What's missing is the how-to process for becoming a high-performance enterprise."

Donna Neusch and Alan Siebenaler are partners with Millennium Management Tools, a management-consulting and education firm located in Evergreen, Colorado.

The High-Performance Enterprise: Reinventing the People Side of Your Business, by Donna R. Neusch and Alan F. Siebenaler. 380 pp. Essex Junction, VT: Oliver Wight Publications, 800/343-0625, \$35.

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Additional Reading

Handbook for Productivity Measurement and Improvement, edited by William F. Christopher and Carl G. Thor. 1,278 pp. Cambridge, MA: Productivity Press, 800/394-6868, \$90.

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How To Obtain Funding for Quality Training, by Judy Forrest and David Richey. 125 pp. Ventura, CA: Quality Groups Publishing, 805/642-6691, \$29.95.

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The TeamNet Factor: Bringing the Power of Boundary Crossing Into the Heart of Your Business, by Jessica Lipnack and Jeffrey Stamps. 414 pp. Essex Junction, VT: Oliver Wight Publications, 800/343-0625, \$25.

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Handbook of Human Abilities: Definitions, Measurements, and Job Task Requirements, by Edwin A. Fleishman and Maureen E. Reilly. 132 pp. Palo Alto, CA: Consulting Psychologists Press, 800/624-1765, \$29.95.

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Escape From Management Hell: 12 Tales of Horror, Humor, and Heroism, by Robert D. Gilbreath. 176 pp. San Francisco, CA: Berrett-Koehler Publishers, 415/288-0260, \$19.95.

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The First-Time Manager, 3d edition, by Loren B. Belker. 196 pp. New York, NY: Amacom, 212/586-8100, \$16.95.

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Managing Your Mouth: An Owner's Manual for Your Most Important Business Asset, by Robert L. Genua. 180 pp. New York, NY: Amacom, 212/586-8100, \$17.95.

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Leadership and Management of Volunteer Programs: A Guide for Volunteer Administrators, by James C. Fisher and Kathleen M. Cole. 208 pp. San Francisco, CA: Jossey-Bass Publishers, 415/433-1767, \$23.95.

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Business Partnering for Continuous Improvement: How To Forge Enduring Alliances Among Employees, Suppliers, and Customers, by Charles C. Poirier and William F. Houser. 245 pp. San Francisco, CA: Berrett-Koehler Publishers, 415/288-0260, \$29.95.

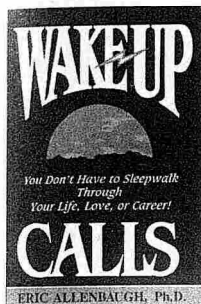
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The Encyclopedia of Career Change and Work Issues, edited by Lawrence K. Jones. 379 pp. Phoenix, AZ: Oryx Press, 800/279-6799, \$67.50.

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Wake-Up Calls: You Don't Have To Sleepwalk Through Your Life, Love, or Career!

by Eric Allenbaugh.



This book reviewer pleads guilty. Many readers may, too. But heed author Eric Allenbaugh's warning: Sleepwalking through life can be a serious health hazard.

Allenbaugh admits that, at one time or another, everyone avoids converting teachable moments into positive learning experiences by activating internal "snooze alarms." These snooze alarms can temporarily help people cope with significant emotional events, such as going through a divorce, having a child, or losing a loved one.

But we also activate snooze alarms to avoid having to deal with life experiences that send hidden messages or warnings that should be

heeded. For example, what meanings can be hidden in feedback such as, "You have untapped potential"? The author says that people who don't pick up on these messages are "chronic sleepwalkers," who risk experiencing major problems in their careers and relationships unless they wake up.

Allenbaugh explains how to turn off the "snooze alarms" in his book, *Wake-Up Calls*. By sharing his personal experiences, the author shows how hiding within one's "comfort zone" can impede the learning process and keep a person from finding inner peace.

He explains how to avoid this consequence by converting the specific strategies that are employed by peak performers into results-oriented behavior. He also offers practical advice that readers can use to enhance the quality of their lives, while making worthwhile contributions to their world.

"When your earthly life comes to a close," Allenbaugh warns readers,

"three important questions will likely be asked:

- ▶ 'How much did you love?'
- ▶ 'What did you learn?'
- ▶ 'As a result of your being here, how is the world a better place?'

"How would you answer these questions? The answers are within, and this book will assist you in tapping into those inner resources to experience a more fulfilling life."

Eric Allenbaugh is president of his own consulting firm, based in Lake Oswego, Oregon.

Wake-Up Calls: You Don't Have To Sleepwalk Through Your Life, Love, or Career!, by Eric Allenbaugh. 287 pp. Austin, TX: Discovery Publications, 512/266-2112, \$18.95.

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