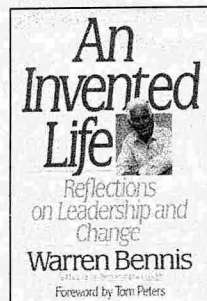


Books

An Invented Life: Reflections on Leadership and Change

by Warren Bennis.



Throughout his career as an educator, writer, and management consultant, Warren G. Bennis has influenced thousands of past and future leaders. But who and what has influenced him, and

how have those influences shaped his ideas over the years?

Bennis provides some of the answers to those questions in this engaging autobiographic book, *An Invented Life*. Part meditation and part how-to manual, this book presents a true retrospective on Bennis's life and work as an innovator.

Bennis shares provocative insights on such revolutions as the information explosion, the emergence of Japan as an economic power, and the collapse of the Soviet Union. But the most inspiring revelations come from his personal accounts of how his family, World War II, Antioch College, MIT, and shoe polish—yes, shoe polish—have shaped his ideas about leadership.

"I've been thinking about leadership almost as long as I've been thinking. This collection of essays contains what I have learned about leadership and change. [Readers] will learn what being a university president taught me about leadership, and how shoe polish changed my life.

"But perhaps the most durable advice I can give leaders is to stay nimble. In this age of uncertainty, leaders must prepare for what has not yet been imagined. Leading today is like being a first-time parent—you have to do the right thing long before

you fully understand the situation."

For the rest, you simply must read the book.

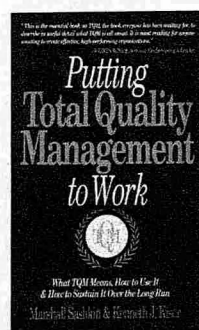
Warren Bennis is a professor of business administration at the University of Southern California.

An Invented Life: Reflections on Leadership and Change. 235 pp. Reading, MA: Addison-Wesley, 617/944-3700; \$22.95 (U.S.), \$29.95 (Canada).

Circle 245 on reader service card.

Putting Total Quality Management to Work

by Marshall Sashkin and Kenneth J. Kiser.



Putting Total Quality Management to Work is as clear and as concise a primer as was its predecessor, *Total Quality Management*. But if you caught on to the concept of TQM in the earlier volume, you may not

need this beginners' text. On the other hand, if you're still finding it difficult to integrate TQM concepts, tools, and techniques into your organization's structure, authors Marshall Sashkin and Kenneth Kiser provide more details about the how-tos of TQM in the new book, *Putting Total Quality Management to Work*.

The authors organize the book's contents around three foundations they believe are essential to TQM:

- ▶ tools and techniques used to identify and solve problems
- ▶ customer focus
- ▶ organizational culture.

Using the works of gurus Deming, Juran, Feigenbaum, and Schein as their primary references, the authors define what TQM is and is not and

These new books explore dimensions of leadership, quality, strategic alliances, globalization, and training.

explore its sources—both people and concepts. They then identify seven basic quality tools and techniques and show how they can be used to increase a company's problem-solving capabilities.

In chapter 4, the authors discuss the crucial need for customer focus in any organization's quality initiative. Here they describe how and when to integrate five quality checkpoints into a manufacturing- or service-planning process.

Chapters 5 and 6 center readers' attention on what the authors believe is the most important factor in TQM implementation—organizational culture. They identify eight specific elements needed to create and sustain a TQM culture, discuss each element's meaning, and illustrate how each looks and works in a quality-conscious environment.

Sashkin and Kiser also show how to use social tools such as empowerment and ownership, teamwork, job designs, and performance-based pay systems to ensure buy-in to building a TQM environment.

The authors conclude by offering a three-step action plan that uses the basics of TQM to help organizations commit to quality improvement and begin to implement it.

"It will not be easy for American firms to move all the way to the third, culture-change level of TQM," say Sashkin and Kiser. "The first level, use of the tools, is easy, though often a dead end.

"The second level, an explicit and serious focus on quality for the customer, is more difficult to achieve. Companies often try this only when there is no other option to staunch profitability losses.

"But organizations must...internalize the underlying values and beliefs needed to make TQM effective. Otherwise, the result will be abandonment of the effort and of TQM."

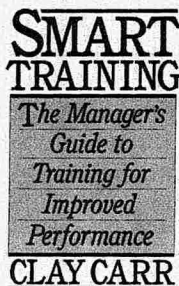
Marshall Sashkin is a quality and leadership consultant, and Kenneth Kiser is an associate professor at Oklahoma State University.

Putting Total Quality Management to Work, 201 pp. San Francisco, CA: Berrett-Koehler, 415/288-0260; \$27.95 (hardcover), \$19.95 (paperback).

Circle 246 on reader service card.

Smart Training: The Manager's Guide to Training for Improved Performance

by Clay Carr.



Clay Carr's book, *Smart Training*, is aptly described as a consumer's guide to training. It is written for managers, to help them explore ways to get the most "bang" for their training buck. In this book, Carr shows man-

agers how to use training effectively to maintain their employees' core competencies, motivate workers, and create a true learning organization. According to the author, managers can use his analysis of major training methods and his recommendations in any size organization, regardless of the source of the training.

Part 1 explains that smart training is always performance-based. Carr explains how important an initial needs analysis is to providing effective training, and he shows the process trainers go through to create training.

Part 2 explores the topics of competence and mastery. Here the author suggests the kinds of competencies that are critical to an organization's success in the nineties, and he examines what has to happen to ensure that a competence actually gets used.

Part 3 illustrates the steps managers should take to evaluate and pick the most cost-effective training for their employees. The author points out specific principles of economical training and discusses the advantages and disadvantages of high-tech training methods. Carr also explains how to use just-in-time training and examines the use of performance-support systems.

The last section of the book relates the earlier discussion of training methodologies to the idea of the learning organization. The author describes important characteristics of learning organizations and shows how smart training can help organizations develop these characteristics.

"Throughout the book, you'll find repeated references to real organizations that practice smart training.

Some firms are large, and some are much smaller, [but] they've all discovered how to use smart training to improve performance and cut training costs at the same time."

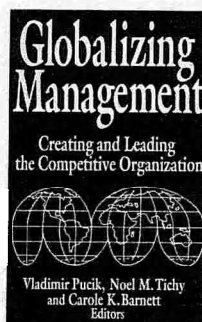
Clay Carr manages an internal consulting group within the Defense Logistics Agency.

Smart Training: The Manager's Guide to Training for Improved Performance. 273 pp. New York, NY: McGraw-Hill, 800/262-4729, \$24.95.

Circle 247 on reader service card.

Globalizing Management: Creating and Leading the Competitive Organization

edited by Vladimir Pucik, Noel M. Tichy, and Carole K. Barnett.



Globalizing Management explores the ways that human resource management in global firms responds to such factors as world politics, economics, technology, and culture as those factors

relate to organizational life. The book compiles information and research presented by scholars from Europe, Asia, and the United States during two symposia that addressed international HRM issues during 1985 and 1987. It is divided into three parts that present specific practices and strategies within seven HRM contexts.

Part 1 deals with the environment of global human resource management. It examines the role of HRM in global competition and focuses on the strategic link HRM must have with global corporate strategies. The authors also explore the cultural context of HRM by presenting it in relation to national cultures.

Part 2 examines the specific functional aspects of HRM in global firms. The editors pay particular attention to the subjects of organizational design, the development of global executives and managers, and the role of HR managers in building strategic alliances and other collaborative ventures.

Part 3 presents a comparative

analysis that focuses on specific HR issues that U.S. and Japanese multinational companies face. The final chapters review action agendas for senior managers and HR executives to implement in global firms.

"The various dimensions of competitive advantage in global firms have one thing in common. They are all embedded in organizational systems, processes, and cultures, and they reflect the capacity of a collective of people to think and act in a fashion that transcends traditional limitations....

"Our focus is on the globalization process through which firms achieve regional and global market differentiation, while pushing forward with a rationalization of operations, selective geographic diversification, and far-reaching alliances that involve them in cooperative transnational networks and strategic groupings."

Vladimir Pucik is an associate professor at the Center for Advanced Human Resource Studies in the Industrial and Labor Relations School at Cornell University. Noel Tichy teaches organizational behavior and HRM at the University of Michigan's School of Business Administration. Carole Barnett is an organizational studies doctoral student in the University of Michigan's organizational psychology program.

Globalizing Management: Creating and Leading the Competitive Organization. 356 pp. New York, NY: John Wiley & Sons, 201/469-4400; \$42.95 (hardcover), \$17.95 (paperback).

Circle 248 on reader service card.

Ordering Information

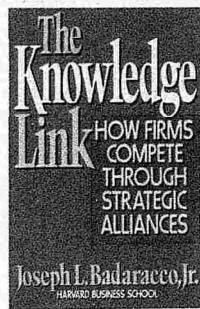
For more information on any book listed in this column, circle the corresponding number on the reader service card and drop the card in the mail.

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.

The Knowledge Link: How Firms Compete Through Strategic Alliances

by Joseph L. Badaracco.



The free flow of information is changing the shape of modern organizations, says Joseph Badaracco in his book, *The Knowledge Link*. And corporations must form and manage strategic alliances effectively if they're

going to expand and capitalize on the knowledge that can transform them into world-class competitors.

Badaracco examines how two U.S. companies—IBM and General Motors—use their alliances with U.S. and East Asian (principally Japanese) organizations to help them achieve long-term objectives and meet competitive demands quickly. He also shows the effects these alliances have had on the two companies' strategies and needs for knowledge.

"In classic economics, the sources of wealth are land, labor, and capital. Now another engine of wealth is knowledge. The most competitive firms succeed by developing, improving, protecting, and renewing knowledge, and then speeding it to market in a stream of rapidly and continually improved products or services."

The author says that the companies' alliances help provide two types of knowledge that help them strengthen their overall operations:

- ▶ migratory knowledge, which can be transferred easily between people and organizations in a formula or product

- ▶ embedded knowledge, which defines how a particular company does business.

He says the long-term benefits attained through strategic alliances lie in opportunities to learn about a partner's manufacturing processes, distributor relationships, or other sources of competitive advantage.

"As knowledge-driven competition spreads and intensifies, managers will rethink many assumptions about what a company is, how it should be organized, what its managers do, and how it can remain competitive."

Additional Reading

The Teamwork Advantage: An Inside Look at Japanese Product and Technology Development, by Jeffrey L. Funk. 477 pp. Cambridge, MA: Productivity Press, 800/394-6868, \$49.95.

Circle 250 on reader service card.

Instructional Media and the New Technologies of Instruction, 4th edition, by Robert Heinich, Michael Molenda, and James D. Russell. 463 pp. New York, NY: Macmillan, 609/461-6500, \$53.

Circle 251 on reader service card.

The Rightsizing Remedy: How Managers Can Respond to the Downsizing Dilemma, by Charles F. Hendricks. 271 pp. Homewood, IL: Business One Irwin and the Society for Human Resource Management, 800/634-3961, \$30.

Circle 252 on reader service card.

Serve Yourself: Customer Service From the Inside Out, by Richard H. Baker. 198 pp. Amherst, MA: HRD Press, 800/822-2801, \$19.95.

Circle 253 on reader service card.

Talk Your Way to the Top: Communication Secrets of the CEOs, by Stephen R. Maloney. 204 pp. Englewood Cliffs, NJ: Prentice-Hall, 201/767-5937, \$19.95.

Circle 254 on reader service card.

Decision Power: How To Make Successful Decisions With Confidence, by Harvey Kaye. 205 pp. Englewood Cliffs, NJ: Prentice-Hall, 201/767-5937, \$9.95.

Circle 255 on reader service card.

Great Customer Service on the Telephone, by Kristin Anderson. 96 pp. New York, NY: Amacom, 212/586-8100, \$10.95.

Circle 256 on reader service card.

Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance, by C.J. Cranny, Patricia Cain Smith, and Eugene F. Stone. 296 pp. New York, NY: Macmillan, 609/461-6500, \$29.95.

Circle 257 on reader service card.

To meet today's
tough challenges
your people
need the best
tools available!



ACCELERATION:

New Leader Transition and Team Member Inclusion

An extremely cost effective process that takes only 1/2 to 1 day, Acceleration speeds up integration and inclusion by a good six months. Without Acceleration, you could get bogged down in the typical hit-or-miss approach resulting in weeks or months of failed expectations and lowered effectiveness.

PLUS

- Alaskan Adventure: A Team Problem Solving Exercise
- Task Force: A Business/Team Planning Exercise
- Strategic Supervision: Six One-Day Skill Modules



Effective Strategies, Inc.
2244 Loch Highland Dr.
Dexter, Michigan 48130

For more information or to order
Call 1-800-874-2256

Circle No. 116 on Reader Service Card

The ABCs of Quality Training

Whether you're new to training for quality or you've been at it for years, a basic reference can be a god-send—something you'll go back to again and again for answers, ideas, and solutions.

That reference is the *ASTD Trainer's Toolbox on Quality*.

This convenient collection of ASTD resources contains:

- Practical information on and proven techniques for training for quality, diagnostic tools, continuous process improvement, benchmarking, employee empowerment, team building, the role of training in quality, and ISO 9000.

- A directory of available software for process assessment, improvement, and analysis.

- A bibliography of books, articles, tapes, and organizations for further inquiry into training for quality.

- National HRD Executive Survey results on management of quality.

A Price that Spells VALUE

Purchased individually, these tools would cost over \$200. As part of the *ASTD Trainer's Toolbox on Quality*, you get them all for \$129 for national members, \$149 for nonmembers!



Call ASTD at 703/683-8129
to order today!

JQI

Circle No. 229 on Reader Service Card

Books

Along with showing how to develop alliances, he provides specific guidance on how to manage them successfully. The conditions needed for alliances to flourish include the following:

- a clear understanding of the company's current and future capabilities
- careful scrutiny of the values, commitment, and capabilities of prospective partners
- an understanding of the risks.

The author says alliances must be structured and managed like separate companies. Core operations and tra-

WHAT CONDITIONS ARE NEEDED FOR ALLIANCES TO FLOURISH?

ditional organizations must change so that they provide an open environment for learning from partners.

"The blurring of firms' boundaries poses many questions for managers. Overlapping circles may come to represent a company more accurately than an [organization chart] with a boss at the top. The challenge for today's manager is to balance the opportunities offered by open boundaries and free-flowing information against the need to protect the corporation's unique capabilities."

Joseph Badaracco is a lecturer at Harvard Business School.

The Knowledge Link: How Firms Compete Through Strategic Alliances. 189 pp. Boston, MA: Harvard Business School Press, 617/495-6444, \$24.95.

Circle 249 on reader service card.

"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.