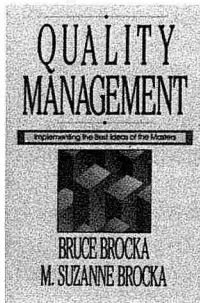


Books

Quality Management: Implementing the Best Ideas of the Masters

by **Bruce Brocka** and
M. Suzanne Brocka.



These days there's so much literature on total quality management that it seems an impossible task to separate the wheat from the chaff. So don't even try. Just read the book *Quality Management* by

Bruce and Suzanne Brocka.

Spurred by the frustration they felt when trying to decipher all the information they could find on TQM concepts and techniques, the Brockas decided to put together their own reference guide to explain what's out there and how it can be used. And they've come up with a winner—this is a good book.

The authors begin by offering the most understandable definition of quality management (QM) that this reviewer has seen in a long time, and they offer a convincing argument for adopting a QM philosophy. There's not a wealth of new, groundbreaking information here. This book simply synthesizes known information that, to this point, has been scattered throughout hundreds of books, papers, seminars, and articles.

Part 1 deals with the foundational issues of QM: what it is, why it's important, what elements make it up, and how to implement it. Chapters in part 2 feature brief biographies and the major tenets of the philosophies of some of the best-known pace-setters in the TQM movement. Included in this "who's who" are such experts as Deming, Juran, Crosby, Peters, and Taguchi.

Part 3 examines the major components of management dynamics from companywide, supervisory, and individual perspectives. And part 4 analyzes more than 30 TQM tools, including statistical measurement, benchmarking, goal setting, and quality function deployment.

Also presented are management techniques that can help empower your workforce and improve product and service quality.

Part 5 is a comprehensive reference section that lists books, journals, and other resources readers may wish to use while building and implementing their QM programs.

"Quality improvement programs are not ready-made. You must evaluate and define your company's needs, and tailor a program that leads each process, each department, and each worker toward quality realization.

"*Quality Management* presents the essence of the quality philosophies and strategies that are proven catalysts for efficient operations and market-share growth. With these tools and the book's guidelines for implementation, you can develop an effective quality program that will steer your company in a globally competitive direction."

Quality Management: Implementing the Best Ideas of the Masters. 408 pp. Homewood, IL: Business One Irwin. This book may be purchased through ASTD Press, 703/683-8129. Order code: BRQM. \$33 for ASTD members; \$35 for nonmembers.

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It's About Time: A Fable About the Next Dimension of Quality

by **John Guaspari**.

It's About Time is John Guaspari's sequel to his best-seller, *I Know It When I See It*, which stresses the importance of customer-defined quality.

This month's reviews address quality, leadership, globalization, and instructional technology.

Written as a fable, the new book continues the story of the fictitious Punctuation Inc., which invented punctuation marks. In the first book, Punctuation Inc. had to become quality-conscious to reestablish its customer base, which had eroded due to stiff competition.

This time, "The Boss" again faces stiff competition from a company that produces new products and services faster and more efficiently than Punctuation Inc. After reading the first few chapters, the reader can easily see that "The Boss" now has to instill the concept of timeliness in his employees while sustaining the corporate quality initiative.

The book is oversimplified and sometimes strays from its subject, but read it anyway. It's full of humor and delightful characters (such as the teaspoon-cleaning expert, and "The Boss's" daughter-in-law, who's a successful consultant for people who don't know how to program their VCRs). And "The Boss" does summarize his ideas about timeliness at the end of the book.

"Time is the most precious commodity. Look at all your processes and vigilantly eliminate any steps which do not add value for customers. Build flexible, fast-on-their-feet processes that are able to respond to customer demands as they want them. Realize that all you have is your time. And victory will go to whoever uses that time the best."

It's About Time: A Fable About the Next Dimension of Quality. 97 pp. New York, NY: Amacom, 212/586-8100, \$12.95.

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The Goal: A Process of Ongoing Improvement

by Eliyahu M. Goldratt and Jeff Cox.

This book already has a devoted following, but readers will want this second revised edition, which features a new ending that allows its main character, Alex, to delve deeper into the process of ongoing improvement.

First, let's revisit the first book's plot. Alex Rogo was a plant manager at UniCo., and his plant and his marriage were both about to collapse. Through various discoveries prompted by encounters with Jonah, a mysterious former physics professor, Alex man-

Additional Reading

The Power of Team Building: Using Ropes Techniques, by Harrison Snow. 206 pp. San Diego, CA: Pfeiffer & Company, 619/578-5900, \$34.95.

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A Rock and a Hard Place: How To Make Ethical Business Decisions When Choices Are Tough, by Kent Hodgson. 150 pp. New York, NY: Amacom, 212/586-8100, \$19.95.

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Million Dollar Consulting: The Professional's Guide to Growing a Practice, by Alan Weiss. 274 pp. New York, NY: McGraw-Hill, 800/262-4729, \$24.95.

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In the Owner's Chair: Success Strategies for Building Your Small Business, by Ronald W. Torrence. 284 pp. Englewood Cliffs, NJ: Prentice-Hall, 201/767-5937, \$21.95.

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The Executive Memo: A Guide to Persuasive Business Communications, by Sherry Sweetnam. 248 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$14.95.

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The Portable MBA in Finance and Accounting, by John Leslie Livingstone. 524 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$24.95.

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ages to save his plant and his marriage. It's the stuff of daytime TV dramas.

This sequel relates what happens when Alex gets promoted and unravels the reasons why things that seem to be solutions may end up being the problem. It's the stuff of movies-of-the-week.

The Goal is not your standard "companies should do this, this, and this to be successful" kind of book. Rather, Eliyahu Goldratt uses fictitious characters in the setting of his novel to address very real aspects of life. It is written in an interactive, entertaining style that makes the reader invent the answer just before Alex does. As an added bonus, read-

ers learn that it is possible to draw from common sense even if common practice is quite different.

"*The Goal* is about new global principles of manufacturing. It's about people trying to understand what makes their world tick so that they can make it better. As they think logically and consistently about their problems, they are able to determine cause-and-effect relationships between their actions and the results. In the process, they deduce some basic principles, which they use to save their plant and make it successful."

The Goal: A Process of Ongoing Improvement, 2d revised edition. 333 pp. Croton-on-Hudson, NY: North River Press, 800/486-2665, \$19.95.

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Quality in Action: 93 Lessons in Leadership, Participation, and Measurement

by Patrick L. Townsend and Joan E. Gebhardt.

The authors' first book, *Commit to Quality*, focuses on the science of quality. Their latest book, *Quality in Action*, concentrates on quality as an art.

According to Townsend and Gebhardt, the most disastrous thing that can befall a quality effort is over-concentration on one aspect of the process. So they have cut through the jargon and boiler-plate formulas for quality implementation to provide 93 lessons, or axioms, that can help readers understand and use three key ingredients of a successful quality process: leadership, employee participation, and the measurement of progress.

Mixing case studies and humorous parables with nuts-and-bolts guidance, the authors show how important it is for everyone in the organization to be involved in and committed to continuous improvement.

"This volume actually consists of three mini-books, providing insights into the three main issues every quality process has to face.

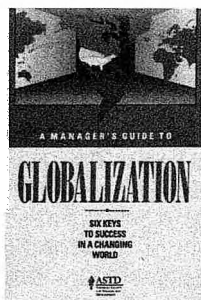
"The choice of format is illuminated in *An Ancient Fable*, which also provides the first lesson in quality: Everyone has a pet theory about what is most important. Everyone is right—and wrong—at the same time. It is most important to pay attention to all the facets of improving quality."

Quality in Action: 93 Lessons in Leadership, Participation, and Measurement. 262 pp. New York, NY: John Wiley & Sons, 201/469-4400, \$24.95.

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A Manager's Guide to Globalization: Six Keys to Success in a Changing World

by *Stephen H. Rhinesmith.*



Human resource development must change as companies go global. And Stephen Rhinesmith's book, *A Manager's Guide to Globalization*, outlines a comprehensive 12-step HRD program that can

help to create a global organization.

The book provides a framework for globalization based on four elements:

- ▶ contexts within which global organizations operate
- ▶ levels of globalization within each organization
- ▶ mindsets for global perspectives
- ▶ managerial competencies for global effectiveness.

Rhinesmith explains the specific paradigms under which global organizations operate and shows how they shape companies' strategies and structures. He also describes how firms can align global strategy within their corporate cultures.

According to the author, all levels of managers must adopt new global mindsets that will enhance their knowledge base, flexibility, sensitivity, and judgment. They must also master certain competencies that will help them articulate global strategy, align corporate culture, and mobilize the workforce to execute global strategies. The competencies the author stresses are the abilities to manage competition, complexity, adaptability, teams, uncertainty, and learning.

Rhinesmith also examines the kinds of training businesses need in order to go global and presents a cohesive HRD program that combines all the elements needed to achieve global success.

A Manager's Guide to Globalization: Six Keys to Success in a Changing World. 233 pp. Home-

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Please order all other books through the publishers.

wood, IL: Business One Irwin. This book is co-published by the American Society for Training and Development and can be purchased through ASTD Press, 703/683-8129. Order code: RHME. \$23 for ASTD members; \$25 for nonmembers.

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The ASTD Handbook of Instructional Technology

edited by *George M. Piskurich.*

Instructional technology, or IT, covers everything from classroom teaching techniques to computer-based training systems. Since IT affects many areas of human resource development, it's important for trainers to know which technologies suit different learning situations.

The ASTD Handbook of Instructional Technology is a comprehensive reference guide that provides information that can help trainers select the most effective instructional technologies for their training needs.

The four-part book addresses the history behind IT, the current state of instructional design, and the future of technology-based training. It also compares IT to performance technology.

Chapters in part 1 specifically refer to media selection, graphic design applications, and video production. Other topics addressed include the

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Harry G. Woodward, Jr., Editor

Successful practices from Egypt, Yemen, Australia, as well as discussions of cross-cultural training.

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International HRD Annual VOLUME III

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Michael J. Marquardt, Editor

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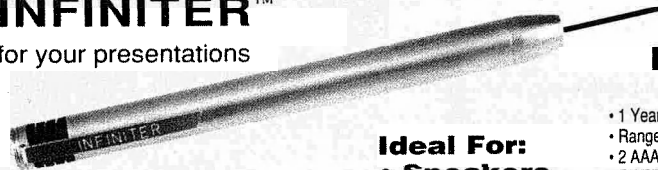
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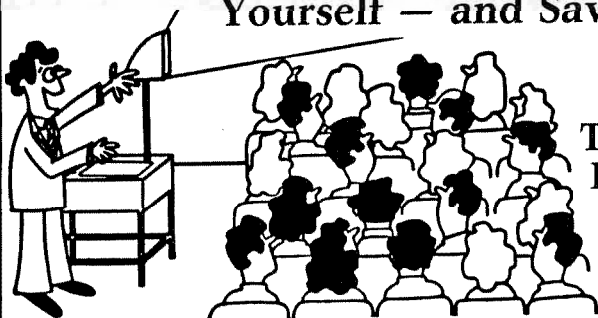


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use of media equipment, telecommunications applications, and the importance of facilities for IT.

Part 2 presents the concept of technology-based instruction. Here chapters cover technologies such as expert systems, hypermedia, computer-based learning, interactive video, and authoring systems.

This section also provides evaluation and cost-benefit analysis techniques that can be used to measure the effectiveness of technology-based instruction. It offers valuable information on how to sell management on the idea. The section ends with a view of some technologies that may emerge in the next decade.

The authors featured in part 3 stress the importance of developing new instructional design systems that can complement IT's sophistication. For example, training models and approaches derived from behaviorism are adequate for teaching tasks that are largely procedural. But sophisticated equipment and systems have created jobs that require more individual knowledge and decision making skills. Training designs and instruction for these situations must incorporate higher cognitive content.

The authors provide examples of training approaches that show how to build flexible, accessible knowledge bases and efficient mental models for task understanding and performance. They also feature some innovative applications for media use, simulations, and computer-based enhancements.

Part 4 discusses some of the controversies surrounding the field and attempts to predict what the future holds for instructional technology.

The ASTD Handbook of Instructional Technology. 416 pp. New York, NY: McGraw-Hill. This book is co-published by the American Society for Training and Development and can be purchased through ASTD Press, 703/683-8129. Order code: PIHI; \$58 for ASTD members; \$60 for nonmembers.

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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.