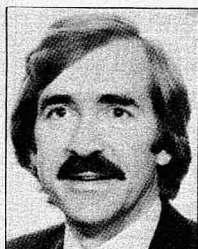


BOOKS

GUEST BOOK REVIEWS



BILL K.
CANTRELL



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NON-MANIPULATIVE SELLING

By Anthony J. Alessandra, Ph.D.,
with Phillip S. Wexler and Jerry
D. Deen. Published by Course-
ware, Inc., San Diego, CA.

REVIEW BY
BILL K. CANTRELL

In the last two decades a wealth of understanding, enlightenment and technology in almost all aspects of life has sprung forth. Some of it clearing our vision of our world, some of it clouding it. Frequently the first glimmers are revealed in technical works and obscure journals or in forms only moderately useful to the layperson.

A new book by Anthony J. Alessandra is, fortunately, a departure from this pattern. The book offers new tools to any and all of us concerned with human interaction.

Non-manipulative selling, as the title implies, is directed at the selling profession, but, clearly, can be useful to a larger audience. It is not a rehash of "the tried and true," rather it is the first work, to my knowledge (though others have nipped at the edges) to address itself to selling the way selling must become today. Alessandra bases his approach on the "trust bond" — "If . . . you can decrease the tension level . . . the trust increases, credibility increases, and the probability of a sale increases."

Although Alessandra includes chapters on probing, listening,

body language, needs and solutions as well as others, the most important chapters deal with "behavioral styles" defined as ". . . those actions which indicate how the client wants to be treated."

The book is a departure from the product oriented "currently accepted" selling philosophy. Alessandra acknowledges this in the preface:

"Non-manipulative selling will undoubtedly rattle the cages of traditional salespeople who rely predominantly on the hard sell. They may shun non-manipulative selling, thinking of it as a soft sell approach. If "soft sell" means that you run from the customer at the first sign of resistance, they are wrong. If soft sell means that you do not ask for the order, they are wrong. If soft sell means that you treat the customer with respect, communicate openly, and avoid sales when they are truly not in the best interest of the customers, they are right. Fortunately, for us, non-manipulative selling works better than the hard sell."

The text is very readable in clear, non-jargon language. Included are many helpful and practical examples and exercises. The text is also complemented with many simple and illustrative diagrams and figures. The type style and size are readable.

A detraction may be the title. Although I cannot offer a better or more meaningful one, two out of three times I mispronounce non-manipulative (maybe it's only me).

For another detraction, the chapter on dress would seem to reflect Eastern United States attitudes and apply only to "office"

environment selling. The recommendations are, perhaps, too constraining.

All in all, the book is a valuable new tool for enhancing the relationship process in selling, or in any other setting. — *Bill K. Cantrell*

Bill K. Cantrell is assistant vice president at Valley Federal Savings and Loan, Van Nuys, CA.

THE CLIENT-CONSULTANT HANDBOOK

Edited by Chip R. Bell and Leonard Nadler. Published by Gulf Publishing Co., P.O. Box 2608, Houston, TX 77001; 279 pp. Hardcover, \$15.95.

REVIEW BY
GEOFFREY M. BELLMAN

Three weeks before receiving this book I was looking for a practical resource book for participants in a consulting skills workshop.

Two weeks before the book arrived I was trying to advise a group of trainers on how to hire consultants.

One week before I read Drs. Bell and Nadler's text I was working with a new client and both of us were struggling to define what we might do together and how we would know whether it was successful.

The next time I am faced with the above situations I can turn to *The Client-Consultant Handbook* (instead of my collection of dated and dog-eared articles on consulting) for guidance.

Bell and Nadler found the same gap in their bookshelves that I've found in mine: There is very little on managing the relationship between client and consultant. More accurately,

there are few books on the client-consultant relationship. Bell and Nadler drew on their combined business, academic and consulting backgrounds to collect over 120 writings on various aspects of how client and



The Client- Consultant Handbook

Editors
Chip R. Bell &
Leonard Nadler

Twenty-one experts tell managers
how to choose, negotiate with, and
get the most from a consultant.

consultant work. They selected 25 of the better pieces and put them within a five-phase framework (entry, diagnosis, response, disengagement and closure). This framework provides the basic structure of the book which Bell and Nadler fill out with writings of their own. Their expert writings fit nicely around the other expert's thoughts that they included.

Remember when you last read Carl Rogers' *The Characteristics of a Helping Relationship*? Isn't it time for you to read it again? It's in the book.

Twelve years ago Gordon Lippitt and Len Nadler wrote "Emerging Roles of the Training Director." If you were in ASTD then you probably saved that copy of the *Training and Development Journal* (or the reprint in June of 1979). If you have not read it yet you can read its timely message now.

How about "Rate Yourself as a Client" by Antony Jay? This *Harvard Business Review* classic is worth reading whether you are a client, consultant or both.

Along the way you'll find the thoughts of Jack Gibb, Fritz Steele, Roger Harrison, John Sherwood, Warner Burke, Warren Schmidt, Don Swartz, Ed Schein and many more.

The book finishes with Jerry Harvey's "Organizations as 'Phrog' Farms," as phunny as it is profetic.

Some of you are possibly looking for a bit of criticism to balance out my praise for this book. This is hard to provide considering that most of the included writings have proven themselves before this book was published. But, in deference to those who *must* have something critical: Introducing Charles Ford's article on the client-consultant relationship, the editors say Ford ". . . elbows through the quagmire of philosophical gazing . . ." I've enjoyed trying to picture Mr. Ford doing that. (He'll probably use that quote in resumes he presents to potential clients.)

If you've read this far and are a consultant or a client, get the book. — *Geoffrey M. Bellman*

Geoffrey M. Bellman is president of GMB Associates, Evanston, Ill.

EVALUATION DYNAMICS

By Robert W. Carswell; 151 pp., \$12.50; The Interaction Press, Columbia, S.C. Copies available through author at Carswell Consultation Service, 16 Berry Hill Rd., Suite 201, Columbia, SC 29210.

REVIEW BY
KENNETH PERRINE

As I review my 14 years of management-development experience, I am most impressed by the extent to which the applied behavioral sciences have impacted the management profession. Countless books and articles have contributed to this shift toward the scientific management of personnel, now vogueishly referred to as "Human Resources Management." Countless workshops are offered by universities and consultants in every corner of the nation to assist managers in so modifying their leadership styles. As a result, managers in large and small companies conscientiously attempt to apply scientific principles to their personnel decisions and supervisory practices.

The federal government, in its various roles as defender of equal rights for all, has established regulations which tend to lead managers still further toward equitable, objective, data-based approaches to employment practice. job design, testing, promotion, rather than practices based on bias, friendship, subjective opinion, or, in short, the "good old boy" syndrome. For example, the recent EEOC Guidelines on Testing, which have contributed toward something of a rebirth in the use of personnel testing, will doubtless prod professionals responsible for management development and personnel further to embrace statistical and quantitative methodologies as they seek to satisfy nuances of the law.

My experience with a half-dozen companies suggests that performance review practices, even though they may be considered as testing practices under EEOC, have perhaps come under less scrutiny than have other human-resource system

functions. Many companies still use review forms that are little more than lists of metaphorical "personality characteristics," such as integrity, creativity, judgment and attitude. Not that considerable material has not been written attacking such performance evaluation practices. Rather, management seems more reluctant to release or reduce its authority (power) over employees, or to acknowledge its ineptitude in the admittedly difficult area of measuring performance behaviors, or to admit publicly that the review process is less than esoteric and "secret." Indeed, at least one president of a major corporation has stated recently that his managers do not have time to sit down with each subordinate once a year and review their performance evaluations.

Dr. Robert Carswell has joined the group of researchers and practitioners who are attempting to redress such ills of capricious, trait-centered performance-evaluation systems. His book, *Evaluation Dynamics*, which grew out of his extensive consultant practice with southeastern corporations and local governments, addresses exactly the flaws of such systems, and clearly shows the way toward a method of performance evaluation that reflects the human resources and behavioral sciences approach to management practice.

Carswell has written a book of many dimensions. The first has to do with the design of performance review instruments. The author points out that general trait-centered evaluation instruments tend to be ineffective because they do not address particular job duties that are expressed in job descriptions. Part of his text therefore offers specific guidelines for developing instruments that reflect employee behaviors rather than traits. As Carswell states, "a performance based evaluation instrument is one which measures specific behaviors needed to fulfill the

