

BOOK REVIEWS

GRIEVANCE HANDLING 101 GUIDES

By Walter E. Baer

American Management Assn., 135 W. 50th St., New York, N.Y. 10020

289 page hardback

AMA Members \$10.00, Others \$12.50

Your next program for training first-line supervisors would be enhanced by this practical guide to grievance handling. The book is a study of administration of contractual grievance procedure in unionized firms. The author says the foreman *should* have direct responsibility and authority for grievance handling. Strategies in the book assume he does have it.

In six tightly written pages, the book gives an overview of the agreement and management rights, the grievance machinery, and handling the grievance machinery. The remainder cites and defines 101 do's and don'ts.

The Table of Contents is a list of these do's and don'ts. A few examples: DO investigate and handle each case as though it could end in arbitration. DON'T by action or inaction, cause the employee or union to default on their compliance with any time limits. DO determine if the grievance meets all procedural requirements as dictated by the agreement, etc. In the body of the text, each of these 101 is explained and amplified upon in easy-to-read, direct language. Legal precedents are cited.

The author has 20 years' experience in industrial and labor relations in industry.

DEVELOPING HUMAN RESOURCES

By Leonard Nadler

Gulf Publishing Co., Houston, Tex. 77001

262 page hardback

At last someone has put into perspective the classic arguments over definitions and goals of the "training director" and the "training profession." Dr. Nadler took the bull by the horns. He came up with a beautiful analysis of what we're coming to know as "human resource development," a more comprehensive and sensible term for what most "training directors" (there's that term again) do in their jobs.

Many writers have alluded to development of the "whole man." This author comes to grips with a 'whole' approach to bringing about change in people be it training, education, indoctrination or whatever. But he has carefully avoided allowing his book to become a philosophical treatise or some kind of introspective who am I analysis. Rather, Dr. Nadler nicely blends definitions with some pragmatic, definitive methodologies that will give the reader real tools with which to work. The book also offers some powerful, persuasive points that can be presented to management as a picture of what "training" is *really* all about and where it is headed.

Section 1 offers a fine history of human resource development and presents prospects for the 70's. Section 2 launches into activity areas: employee training, employee education, employee development, and non-employee development. Section 3 deals with roles of the developer, learning specialists, administrators, and consultants.

CHARLES VERVALIN
Book Review Editor

This excellent book is about, and for, the training *professional* who sees himself as a change agent, not just a course scheduler.

James E. McConnell
Training Director
Houston Natural Gas Company
Houston, Texas

MANAGERIAL EFFECTIVENESS

By W J Reddin

McGraw Hill, 330 W 42nd St, New York, N Y 10036

352 page hardback

\$9 95

Dr Reddin's work on assessing managerial effectiveness has appeared in many *Training and Development Journal* articles. Now the meat of his contribution is captured in this book. It provides a conceptual framework (3 D theory) relating the effectiveness of managerial style to specific situations.

The central theme is establishment of effectiveness standards and adaptation of managerial style to differing situations. It might be called a 'how to' book on situational management.

Part 1 is on Key Concepts: What is Managerial Effectiveness? 3 D Theory? Basic Style? Ideal Style? and Style Flex?

Part 2 covers Situation, Five Elements, Technology's Influence, Organization and People Influence, Situational Problems, Dynamics, Sensitivity, Management Skill, Management Techniques and Theory.

Part 3 goes into Styles: Separated, Deserter, Bureaucrat, Related, Missionary, Developer, Dedicated, Autocrat, Benevolent, Autocrat, Integrated, Compromiser, Executive, and Management Style Diagnostic Test.

Part 4 deals with Flex: High Flex, Flexibility, Drift, Low Flex, Resilience, Rigidity.

Part 5 is on Managerial Effectiveness: How to Set Objectives and How to Be More Effective.

Part 6 covers Organizational Effectiveness: How to Develop It and How to Set Up a Program.

WHITE COLLAR BLACKS

By J S Morgan and R L Van Dyke

American Management Assn, 135 W 50th St, New York, N Y 10020

215 page hardback

AMA Members \$8 00, Others \$10 00

Most trainers involved in 'hard core' programs and hiring will admit that little attention has been paid to the growing number of blacks in white collar jobs. This book discusses the factors that have made corporations more concerned about integration at the white-collar level. The authors deal with token hiring, manpower planning, federal laws and regulations, social pressures and the corporate conscience.

The book is built around interviews with 44 white collar blacks who have "made it" as managers and professionals. These interviews showed the need for reforms in promotion practices, identification of potential, white co worker attitudes, salary differentials, recruitment and treatment on the job. Respondents' answers are incorporated into their biographies, offering an understanding of backgrounds these blacks had to be successful in business.

The book also discusses non interview informational sources from which conclusions are drawn. Means for overcoming key problems are handled candidly.

This is an excellent book for better understanding the well-educated black's views of his occupational world and its problems and promises. The trainer who genuinely seeks empathy with the black man's special self perceptions will find this book informative and useful.

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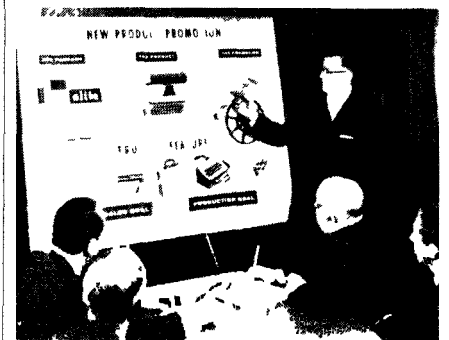


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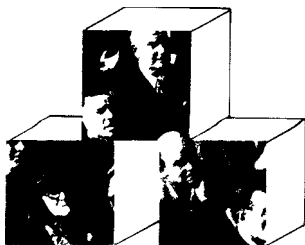
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MOTIVATION AND MODERN MANAGEMENT

By J S Guilford and D E Gray
Addison Wesley, Reading, Mass 01867

204 page softback

\$5 95

This programmed instruction text uses a branching format. It offers basic information and insight into human motivation. The book's purpose is to convince the manager or supervisor that he must first learn to observe and understand human behavior before he can modify it. Major topics: definitions and development of motives, identification of motives by observing behavior and methods for motivating workers.

The book provides numerous 'real life' examples of motives as reflected in the behavior of both managers and subordinates. Thus as the reader works through the program he learns to interpret behavior in terms of motivation.

The program covers a broad field. It is more concerned with developing practical techniques than it is with technical terminology.

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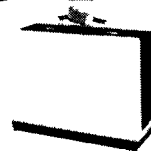
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Training and Development Journal, April 1971