# New Training Tools

#### **New Managers, New Roles**

n many organizations, restructuring has created both new man-**L**agers and new roles for managers. Here are some books and other tools that speak to those changes.

#### Manager's bill of rights

Reengineering organizations has also meant reengineering the role of managers. Here's a book that shows how to manage new approaches, new attitudes, and new technologies in the workplace.

A Manager's Guide to the Millennium: Today's Strategies for Tomorrow's Success, published by AMACOM, focus on three elements of management effectiveness; the dream, the team, and the scheme.

The book canvasses current and future trends and tells how to differentiate between meaningful innovations and mere fads.

The authors, management experts Ken Matejka and Richard Dunsing, describe how to create and communicate a vision, how to build a highly successful dream team that really believes in its dream, and how to develop the O-Zone—the optimum organization zone.

The book also puts forth a "Manager's Bill of Rights" describing what managers are entitled to expect from higher-ups.

Rights include visible, competent, and accessible leadership; a worthy vision, consistent goals, and fair rewards; and full disclosure about the manager's job, the organization, and what it takes to succeed in the organization.

The 208-page hardcover costs \$21.95.

For more information, contact AMACOM, New York, New York. Circle 260 on reader service card.

#### Manager's manual

Also from AMACOM, The Successful New Manager is a down-to-earth manual for new managers to help get them upto-speed. The handbook features skills in these areas: time management, goal setting, leadership, team building, decision making, delegating authority, hiring and orienting new employees, motivating employees, conducting performance appraisals, fostering communication, and disciplining and terminating employees.

The book—from AMACOM's WorkSmart Series—is a do-ityourself guide with self-tests. checklists, case studies, and action plans. The author, Joseph T. Straub, is a professor in management and business at Valencia Community College in Orlando, Florida.

The 118-page softcover costs \$10.95.

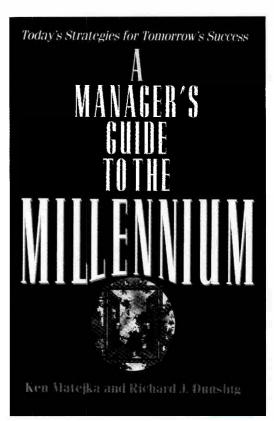
For more information, contact AMACOM, New York, New York. Circle 261 on reader service card.

#### No MBA, but....

So, you didn't go to business school and now you wish that you had. No problem.

The Tom Peters Business School in a Box, from Alfred A. Knopf, helps people develop management expertise and test business strategies without the risk of real-world failure.

The simulation—designed and written by Eric Goldberg, Debbie Notkin, and Richard F. Dutcher-involves two to nine people who roleplay key executives in two different business scenarios. Participants determine business strategies, make decisions, create a marketing plan, and reorganize the company. They also



This month's selection of tools focuses on management and leadership development plus a mission to Mars.

#### **How To Contact Training & Development Magazine**

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#### **New Training Tools**

#### **Lite Tools**

Just for fun.... The moon has been done. Instead, send your work team to Mars. Along the way, it may learn something about facilitative leadership.

The Mars Surface Rover Kit, from HRD Quarterly, is a hands-on exercise in which team members build a space vehicle for a mission to Mars. Team leaders are given secret instructions to behave either passively, traditionally, or facilitatively during the exercise. By seeing their leaders in action, team members learn facilitative-leadership skills and why they work best.

The kit includes vehicle parts, stopwatches, batteries, calculators, "Next Stop Mars" fun buttons, participant booklets, an audiocassette that sets the mood with futuristic music, transparency masters, and a facilita-



tor's guide-all in a convenient tote

The kit costs \$395; it contains sufficient materials for 15 participants.

The Mars Surface Rover Kit isn't just for fun.

For more information, contact HRD Quarterly, King of Prussia, Pennsylvania.

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encounter random events that mimic common and unexpected things that happen in the actual business world.

Once the simulation is completed, the group conducts a two-stage evaluation of analysis and review, based on Tom Peters's management theories and recommended practices.

So, what's in the box? It contains

- a pair of dice
- a Windows-compatible disk to help manage group tasks
- a book on two business scenarios-one historical and one contemporary
- forms for recording what happens, time cards for timing decisions, and reference cards for keeping track of agendas and the order of events
- briefing packets containing summaries on the simulation's industry, company, and crucial meetings; a department agenda describing the staff's perspective; participants' personal agendas-such as, "Have a clandestine affair with another player" and "Become president of the company within five years"; and additional information for each participant that only he or she will know.

As Peters points out, most managers learn by trial-and-error on the job. Mistakes can be costly. The Business School in a Box offers the opportunity to practice and improve

skills in interpersonal communication, decision making, negotiation, and analytical thinking.

The Business School in a Box costs \$50.

For more information, contact Alfred A. Knopf, New York, New York. Circle 262 on reader service card.

#### X-O feedback

Here's an easy-to-use game to get feedback on whether trainees comprehend and can apply the material presented in training.

X-O-Cise, from HRD Press, is adaptable to most learning material that can be formulated into questions of 35 words or less. Participants form two teams of one to three players. Dice marked either "X" or "O" designate whose turn it is, what questions are asked, and how many points questions are worth. Players roll the dice, answer questions, and record their scores on the answer sheets.

The game box contains dice, answer sheets, pencils, and a booklet that explains how to write the guestions and adapt the game to different materials and situations. The components may be ordered separately. Prices range from \$3 to \$10 per unit.

For more information, contact HRD Press, Amherst, Massachusetts.

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#### State of leadership

Executive Education and Leadership: the State of the Practice, by business professors Robert M. Fuller of the College of William and Mary and Albert A. Vicere of Pennsylvania State University, includes a review of the literature on management and leadership development. The monograph also offers summaries of interviews and survey data from 48 consultants, 52 university leaders at 35 business schools worldwide, and 78 executives at 47 corporations.

The report identifies key trends in leadership development, including a shift toward customized, shorter, and more focused programs; the need for large-scale transformation initiatives; and an increased interest in action-learning techniques that deliver measurable results.

For more information, contact Pennsylvania State University, University Park, Pennsylvania.

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#### **ASTD Tools**

Here are two new guidebooks from ASTD.

In Action: Conducting Needs Assessment, edited by Jack J. Phillips and Elwood F. Holton, presents 17 case studies from real-world training in various industries, including transportation, education, communication, insurance, and manufacturing. The book opens with an overview, "A Snapshot of Needs Assessment."

Another ASTD book, Consulting 101, offers tips on becoming and succeeding as a training consultant. Author Joel Gendelman tells how to set up an office, how to network, how to land the first client, how to develop proposals, how to create sales and marketing materials, and how to get repeat business.

For more information, contact the American Society for Training and Development, Alexandria, Virginia.

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"New Training Tools" is compiled and written by Haidee Allerton. Send items of interest to "Tools," Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043.



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