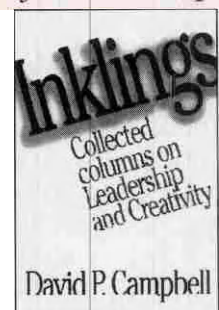


Books

Inklings: Collected Columns on Leadership and Creativity

by David P. Campbell



Anyone familiar with the quarterly newsletter, *Issues and Observations*, published by the Center for Creative Leadership, will welcome the chance to read *Inklings*, a collection of work by

columnist David Campbell.

Campbell's candid thoughts on such subjects as risk taking, executive motivation, and decision making are deftly woven with personal essays—rich in humor and sentiment—on such topics as father/son relationships, the perils of travel, and affirmative action. In fact, the wide range of topics is a tribute to the diverse set of work/life issues most of us deal with every day.

But Campbell seems less impressed with the topics he has written about than the topics he still hopes to cover.

"I note with wry interest the absence of topics I have grappled with but have never successfully written columns about. For example, I have tried several times to write about the spiritual aspects of leadership.

"Another column as yet unwritten is one about the stance our society has taken against physical risk and the corresponding legal insanity we have wished upon ourselves. I have also wanted to write about the relationships between races, and between the sexes, in the workplace but am as yet too cowardly."

After readers peruse *Inklings*, they will surely want to hear Campbell's viewpoints about those other subjects. Perhaps the author will share his

insights into those areas in a sequel.

David Campbell is a Smith Richardson senior fellow at the Center for Creative Leadership in Greensboro, North Carolina.

Inklings: Collected Columns on Leadership and Creativity, by David P. Campbell. 161 pp. Greensboro, NC: Center for Creative Leadership, 910/545-2805, \$15.

Circle 245 on reader service card.

How To Train and Develop Supervisors

by Donald L. Kirkpatrick.



Donald Kirkpatrick continues to provide practical advice about supervisory training in his latest book, *How To Train and Develop Supervisors*.

The author has said for years that companies must

provide responsive, timely, and effective training and development programs to supervisors in order to keep them sharp and stay competitive. But many organizations are still unclear about how to provide needed training effectively.

How To Train and Develop Supervisors presents a systematic approach to creating and implementing effective programs that address three of the most common challenges supervisors face: workplace diversity; quality improvement; and employee empowerment, particularly as it relates to self-directed work teams. Specifically, the author tells how to determine training needs, set objectives, implement a training program, and measure achievements.

Kirkpatrick presents 11 in-depth case studies that show how such companies as General Electric,

This month's books address improving performance, training supervisors, and hiring consultants, as well as perspectives on leadership and women in business.

DuPont, and Deere & Company run their training programs. From these examples, readers can learn how to improve the attitudes, knowledge, and skill levels of supervisors; explore ways to use internal and external training programs; choose methods for selecting and evaluating supervisors; and understand how to evaluate training efforts.

"More and more organizations are realizing that outstanding performance as a 'doer' is not a good predictor of performance as a 'supervisor.' Top management must provide the climate, environment, and support for the supervisors. And training professionals must provide the proper programs that teach the knowledge, skills, and attitudes that supervisors must have."

Donald Kirkpatrick is a professor emeritus at the University of Wisconsin in Milwaukee.

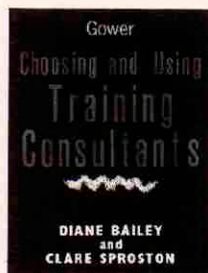
How To Train and Develop Super-

visors, by Donald L. Kirkpatrick. 308 pp. New York, NY: AMACOM. This book can be purchased through ASTD Press, 703/683-8100. Order code: KIHT. \$48 for ASTD members, \$50 for nonmembers.

Circle 246 on reader service card.

Choosing and Using Training Consultants

by Diane Bailey and Clare Sproston.



The need for training has skyrocketed in every business and industry in recent years. Unfortunately, so have training-related costs. Many organizations simply

do not have the human resources or the money to provide a complete range of in-house training. So they turn to outside consultants to pro-

vide services that help fill the voids.

This too can be costly, so many training professionals are honing the skills they need to work with consultants in order to get the most for their money. Diane Bailey and Clare Sproston's book, *Choosing and Using Training Consultants*, explains how.

According to the authors, training managers must know how to complete the proper groundwork before they select a consultant. Part 1 covers what must be done during this stage. Topics discussed include ways to define training needs, time and budget considerations, expected results from the consultant, and the company's contractual terms regarding hiring a consultant.

Part 2 presents five stages of acquiring a consultant. Here the authors explain how to identify possible consultants, as well as how to prepare and submit project briefs to make initial contact with them. They also address consultant proposals and formal contracts.

A training manager's next task is project management, which the authors discuss in part 3. Bailey and Sproston suggest using certain control systems that can help manage all aspects of the project, including budgets, time, and the consultant. They also provide checklists that can help keep track of others who may be involved in the project, as well as those who may be directly or indirectly affected by it.

In part 4, the authors suggest ways of evaluating a project's success in training terms, as well as from a personal-learning perspective. They include detailed checklists that can be used to evaluate success and rate the training that has taken place. Bailey and Sproston explain each of these steps in detail and provide instruments, charts, and activities for readers to complete and use when hiring a consultant.

"Our aim in writing this guide [is] to offer advice and guidance to help [readers] get the most out of any situation in which consultants are involved."

Diane Bailey is a training consultant based in London, England. Clare Sproston is a training consultant specializing in communications skills.

Choosing and Using Training

B O O K B I T E S

How Will Firms Ride the Waves of Change?

Each month, "BookBites" features a popular business book, along with a question for readers to answer in 50 words or less. We will publish as many of the responses as possible in future "Books" columns. We may edit responses for space.

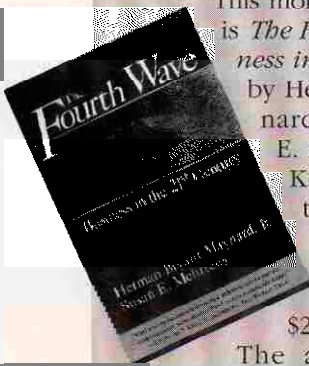
This month's featured book is *The Fourth Wave: Business in the 21st Century*, by Herman Bryant Maynard, Jr., and Susan E. Mehrrens (Berrett-Koehler; available through ASTD Press, 703/683-8100, order code MATF, \$23 for members, \$25 for nonmembers).

The authors take an Alvin Toffler (*The Third Wave*, 1980) approach to predicting the changes that must take place in the business world if we are to "attain a stage of global well-being." Specifically, they predict that businesses must change the ways that they are organized, the ways that they define wealth, the ways that they respond to environmental

needs, the ways that they interact with their communities, and the ways that they take part in the political process.

How do you think business will make changes in these areas, and how do you believe it will affect the way you do your job?

Please fax your response to Theresa Minton-Eversole at 703/683-9203. Or mail it to "BookBites," *Training & Development*, ASTD, 1640 King Street, Box 1443, Alexandria, VA 22313-2043. Please include your name and address, so we can contact you if necessary before publishing your response.



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!*

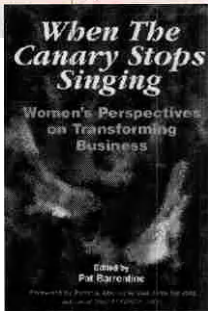
To order books that are available from ASTD Press, please call 703/683-8100. Order all other books through the publishers.

Consultants, by Diane Bailey and Clare Sproston. 108 pp. Brookfield, VT: 802/276-3162, \$59.95.

Circle 247 on reader service card.

When the Canary Stops Singing: Women's Perspectives on Transforming Business

edited by Pat Barrentine.



When a canary stops singing in a coal mine, it's time to get out of an environment that's become too toxic. And the authors featured in *When the Canary Stops Singing* believe businesswomen are leaving U.S. companies for the same reason—the environment has become too unhealthy or toxic to work in. In fact, this exodus of women from traditional work environments has led these authors to conclude that “women in business are harbingers of a needed transformation.”

“According to Webster, a harbinger is ‘one who presages or foreshadows what is to come.’ If women are business’s early warning system, and many of them find the workplace inhospitable, stifling, and toxic, what needs to happen?” asks Pat Barrentine.

That's what the authors discuss. But despite the foreboding implications of the title, the essays Barrentine has compiled in this book might fill readers with tremendous hope for a more

businesswomen are leaving U.S. companies for the same reason—the environment has become too unhealthy or toxic to work in. In fact, this exodus of women from traditional work environments has led these authors to conclude that “women in business are harbingers of a needed transformation.”

Libby Pollard.

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Visits museums 6 times a year.

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inviting way of conducting business.

Each author has definite thoughts on how a transformation can and should take place. But Barrentine points out key themes that run throughout the fabric of the book.

For example, all the essays in part 1 address interdependence and focus on ways to create a work environment that is nurturing and caring, and that respects individuality.

In part 2 the focus is on how to

maintain balance in our lives. Specifically, the essays discuss ways "to achieve balance between personal and professional values, harmonious relationships, and the nourishment of the human spirit in work." Part 3 describes the need for making connections with others that support employees' lifestyles and work styles and alleviate feelings of isolation.

And part 4 concentrates on what individuals can do for themselves and their inner processes, to create open working relationships, "where intuition can flourish and positive change can be supported."

"The 'toxic' [corporate] environment doesn't affect only women. Many of the concerns expressed by women are shared by an increasing number of men. The challenge for business is to create more humane and nurturing workplaces for everyone."

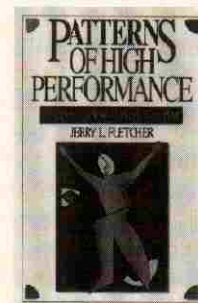
Pat Barrentine is a free-lance writer and owner of Barrentine Associates, an information-packaging and communications company, based in Penn Valley, California.

When the Canary Stops Singing: Women's Perspectives on Transforming Business, edited by Pat Barrentine. 277 pp. San Francisco, CA: Berrett-Koehler, 800/929-2929, \$24.95.

Circle 248 on reader service card.

Patterns of High Performance: Discovering the Ways People Work Best

by Jerry L. Fletcher.



Think back to the last time that you had something go really, really right at work—when your performance peaked, the project was an overwhelming success, and all was right with the world. (Come on, think harder.) How did you feel at that moment? Energized? Enthusiastic? Euphoric?

According to author Jerry Fletcher, everyone can be a high performer and outstandingly successful all the time. Sound crazy? Maybe. But Fletcher defends his position and shows how it's done in *Patterns of High Performance*.

Fletcher says that each of us natu-

Additional Reading

Change Management: A Model for Effective Organizational Performance, by Patricia K. Felkins, B.J. Chakiris, and Kenneth N. Chakiris. 491 pp. White Plains, NY: Quality Resources. This book can be purchased through ASTD Press, 703/683-8100. Order code: FECM. \$33 for ASTD members, \$35 for nonmembers.

Circle 250 on reader service card.

Health Care Reform Terms, by Vergil N. Slee and Debora A. Slee. 118 pp. St. Paul, MN: Tringa Press, 612/222-7476, \$14.95.

Circle 251 on reader service card.

Handbook of Training and Development for the Public Sector, by Montgomery Van Wart, N. Joseph Cayer, and Steve Cook. 334 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$42.95.

Circle 252 on reader service card.

Step Forward: Sexual Harassment in the Workplace: What You Need To Know!, by Susan L. Webb. 116 pp. New York, NY: MasterMedia Limited, 800/334-8232, \$9.95.

Circle 253 on reader service card.

Women and the Work/Family Dilemma: How Today's Professional Women Are Finding Solutions, by Deborah J. Swiss and Judith P. Walker. 255 pp. New York, NY: John Wiley & Sons, 212/850-6000, \$24.95.

Circle 254 on reader service card.

Black Women in the Workplace: Impacts of Structural Change in the Economy, by Bette Wood. 211 pp. Westport, CT: Greenwood Press, 203/226-3571, \$45.

Circle 255 on reader service card.

Strategic Cost Management: The New Tool for Competitive Advantage, by John K. Shank and Vijay Govindarajan. 271 pp. New York, NY: the Free Press, 800/257-5755, \$29.95.

Circle 256 on reader service card.

Multicultural Management: New Skills for Global Success, by Farid Elashmawi and Philip R. Harris. 234 pp. Houston, TX: 713/520-4444, \$28.95.

Circle 257 on reader service card.

Toyota Management System: Linking the Seven Key Functional Areas, by Yasuhiro Monden. 222 pp. Cambridge, MA: Productivity Press, 800/394-6868, \$45.

Circle 258 on reader service card.

Vision: How Leaders Develop It, Share It, and Sustain It, by Joseph V. Quigley. 214 pp. New York, NY: McGraw-Hill, 800/262-4729, \$24.95.

Circle 259 on reader service card.

Write on the Wall: A How-To Guide for Effective Planning in Groups, by B. Terence Goodwin. 96 pp. Alexandria, VA: American Society for Training and Development, 703/683-8100. Order code: GOWO. \$15 for ASTD members, \$20 for nonmembers.

Circle 260 on reader service card.

Training Cost Analysis: A How-To Guide for Managers and Trainers, by Glenn E. Head. 145 pp. Alexandria, VA: American Society for Training and Development, 703/683-8100. Order code: HETC. \$25 for ASTD members, \$30 for nonmembers.

Circle 261 on reader service card.

Competency-Based Performance Improvement: A Strategy for Organizational Change, by David D. Dubois. 348 pp. Amherst, MA: HRD Press. This book can be purchased through ASTD Press, 703/683-8100. Order code: DUCB. \$38 for ASTD members, \$40 for nonmembers.

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rally follows a distinctive sequence of steps when we are truly at our best. The trick is to figure out and consistently use our own unique high-performance pattern—our individual success process.

After defining the key concepts used in the book, the author describes in part 1 how to discover a person's high-performance pattern. In part 2, he presents case studies that illustrate the methodology. Each of the studies shows how high-performance patterns helped the subject resolve a specific problem or maximize an opportunity.

In part 3, Fletcher presents even more case studies that show how using the patterns of pairs of employees helped to develop better working relationships.

Fletcher says that one of the many characteristics of high-performance patterns that makes them so useful is that the process is uniquely American.

"We embody and celebrate individualism probably more than any other culture. Americans have needed to develop a unique methodology that brings the strengths of American culture to bear on our problems and opportunities. High-performance patterns show how we can tie individual uniqueness to group purposes without compromising either, in a way that no other technique does.

"The act of uncovering one's own individual high-performance pattern is like throwing out a sea anchor in a storm. It gives a person a chance to regain his or her bearings in the storm of change and make positive moves in the face of great uncertainty. It is truly a technology for our time."

Jerry Fletcher is founder and president of the management and consulting company High Performance Dynamics and is based in San Anselmo, California.

Patterns of High Performance: Discovering the Ways People Work Best, by Jerry L. Fletcher. 252 pp. San Francisco, CA: Berrett-Koehler, 800/929-2929, \$27.95.

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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.

Managing a World of Diversity

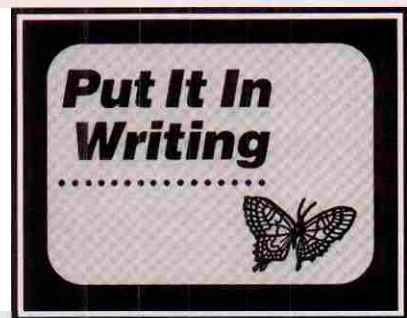


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