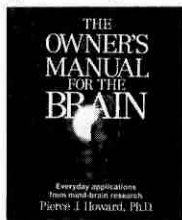


Books

The Owner's Manual for the Brain: Everyday Applications From Mind-Brain Research

by **Pierce J. Howard**.



This is a terrific book! Not only is *The Owner's Manual for the Brain* one of the most practical, down-to-earth compilations of research this reviewer has read, but it is also so-o-o-o interesting.

Granted, most cocktail-party conversations don't delve into mind-brain research much (unless one's guests have toasted each other one too many times). But the information in this book can definitely spark some lively debates.

Based on current findings in the field of cognitive science, this tome presents the latest mind-brain research and shows how it can be applied to a myriad of topics.

The book is divided into six parts and also contains numerous supplementary references at the end.

In part 1, Howard explains the general principles of cognitive science and provides just enough technical information on the brain's functioning to be useful without being overwhelming.

Part 2, probably the section with the widest audience appeal, covers findings that relate to gender, aging, diet, drugs, sleep patterns, handedness, exercise, and disease.

The information and lifestyle tips in this section shed light on how people can take better care of themselves and others. For example, Howard provides readers with the following advice on eating habits: "when eating an early-evening meal, minimize carbohydrate consumption and maximize protein. When eating very late, minimize protein to avoid

interference with sleep."

Part 3 focuses on aspects of personality—traits, emotions, and intelligence. Howard says this section is particularly useful for those who are interested in similarities or differences in personal style both at work and at home, as well as those who are responsible for personnel selection for their organizations.

Parts 4 and 5 are particularly useful for managers and HR professionals. Part 4 deals with motivation and workplace design and also offers 10 helpful tips for increasing employee motivation. Part 5 discusses how people learn and remember. Specifically, the author explains how to facilitate learning and maximize creativity and problem-solving abilities.

Part 6 addresses epistemology, which Howard admits may seem esoteric at first glance. But the author contends that this section deserves attention because "It is through appreciating the structure of knowledge that we develop peace in relationships both in our homes and among nations."

Howard explains that his main purpose in writing this book "is to help you discover ways to improve. By giving specific suggestions along with their research justifications, I hope to tweak your interest in opportunities for personal growth."

Job well done.

Pierce Howard is the director of research at the Center for Applied Cognitive Studies in Charlotte, North Carolina.

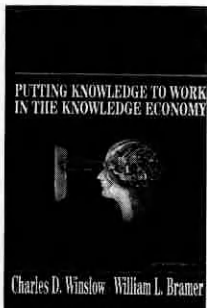
The Owner's Manual for the Brain: Everyday Applications From Mind-Brain Research, by Pierce J. Howard. 399 pp. Austin, TX: Leornian Press, 512/266-2112; \$29.95 (hardcover), \$19.95 (paperback).

Circle 245 on reader service card.

All of this month's books address ways to improve the performance of individuals and organizations.

FutureWork: Putting Knowledge To Work in the Knowledge Economy

by Charles D. Winslow and William L. Bramer.



Charles Winslow and William L. Bramer say that today's white-collar workers, or knowledge workers, are in serious trouble and need help. They are required to do more, know more, and perform

better to meet customer demands. But at the same time, the authors say, companies have spent billions of dollars on faster, "smarter" information systems that "have become so powerful that they have outstripped the capacity of human beings to use them efficiently."

One way to solve critical performance problems is to create a "work-centered system" that enables workers to meet or exceed the performance requirements of their jobs. The authors have devised a design strategy that they say can help companies not only match the work to be done with workers' abilities, but also provide the tools workers need to do their jobs, at the time and place the workers need them.

The design strategy is called Integrated Performance Support (IPS), and it focuses on three key factors:

- ▶ linking individual performance directly to organizational performance
- ▶ supporting workers by enabling them to access systems, tools, advice, training, and references at the moment of need
- ▶ integrating performance support into systems that are tailored to each worker's job objectives, background, ability, and preferences.

Case studies featuring such companies as McCaw Cellular Communications and Lufthansa show how IPS can help knowledge workers turn information into knowledge, which helps them to increase their productivity and efficiency.

"Technology will never deliver on its promise of making white-collar workers more productive until business surrenders the notion that the machines we work with are more

important than the people who work with the machines. This book is designed to use experience—not to replicate that experience, but to change the entire future dynamic of systems."

If the book's concepts are applied well, the authors say, companies "should avoid the productivity crises many have experienced in moving to knowledge work."

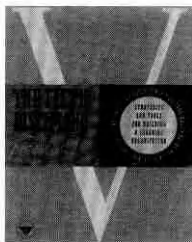
Both authors are with Andersen Consulting. Charles Winslow is the Change Management Services partner for the Americas and lives in Columbus, Ohio. William Bramer holds the same title for North Asia and lives in Tokyo, Japan.

FutureWork: Putting Knowledge To Work in the Knowledge Economy, by Charles D. Winslow and William L. Bramer. 384 pp. New York, NY: Free Press, 800/257-5755, \$29.95.

Circle 246 on reader service card.

The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization

by Peter M. Senge, Charlotte Roberts, Richard B. Ross, Bryan J. Smith, and Art Kleiner.



Peter Senge introduced the concept of the learning organization in his book *The Fifth Discipline*. And in it, Royal Dutch/Shell's former planning head, Arie de

Geus, said that "The ability to learn faster than your competitors may be the only sustainable competitive advantage." The most recent exploration into this cutting-edge management thought is the subject of Senge's sequel, *The Fifth Discipline Fieldbook*.

Ambitiously promoted as the first of a series, the book presents a collection of essays that describe tools, methods, and resources being used by practitioners to create learning organizations. All the contributions expound on the five learning disciplines that Senge says can be used to create an environment conducive to lifelong learning—systems thinking, personal mastery, mental models, shared vision, and team learning.

This book is designed for browsing. It is cross-referenced through-

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out, so readers have immediate access to further clarification or suggestions on applying a concept or specific technique. It also contains individual and team exercises that readers can use to enhance the effect of this new approach to thinking and interacting within organizations.

Many of the contributions—which come from a variety of business, educational, and governmental settings—can help companies avoid or solve specific problems associated with creating a learning organization. Other more reflective pieces can help individuals productively change the way they think and act.

The final section of the book describes the two most leading-edge frontiers of learning-organization activity: community building in organizations, and the evolution of "learning laboratories."

"Redefining organizations as communities means using the approaches of community development in organizations.... It also means seeing organizations as centers of meaning and larger purpose to which people can commit themselves.... And it involves developing new answers to such nuts-and-bolts questions as how and why people get hired and fired, who makes what decisions, and how to assure people's contribution to success is fairly rewarded."

It sounds like a very holistic approach to corporate reorganization. Maybe the frontiers introduced in this book will be the focus of the next one. Stay tuned.

Peter Senge is director of the

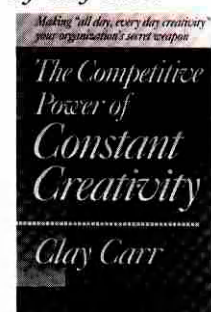
Center for Organizational Learning at MIT's Sloan School of Management. Charlotte Roberts is a speaker, consultant, program designer, and writer for Innovations Associates, and is based in Sherrills Ford, North Carolina. Richard B. Ross is president of Ross Partners in San Diego, California. Bryan Smith is the president of Innovations Associates of Canada and is based in Thornhill, Ontario. Art Kleiner is a faculty member at New York University's Interactive Telecommunications Program and a consulting editor at MIT's Center for Organizational Learning.

The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization, by Peter M. Senge, Charlotte Roberts, Richard B. Ross, Bryan J. Smith, and Art Kleiner. 593 pp. New York, NY: Currency/Doubleday. This book can be purchased through ASTD Press, 703/683-8100. Order code: SEFF. Priority code: EZM. \$28 for ASTD members, \$30 for nonmembers.

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The Competitive Power of Constant Creativity

by Clay Carr.



If you think innovation should be left up to the R&D department, then you need to read Clay Carr's latest book, *The Competitive Power of Constant Creativity*.

Carr begins by describing seven qualities of creative organizations and explaining why creativity is so valuable to companies. According to the author, creativity enables organizations to develop constantly practices, processes, products, and services that are new, relevant to the organization's strategy, and loaded with value for the organization, its customers, and its stakeholders. This, of course, is a distinct competitive advantage.

"This book won't tell you for the umpteenth time how competitive your world is," Carr promises. "You know that already. It won't rehash why organizations are so often

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Books

uncreative.... Perhaps most surprising of all, the book doesn't contain a single creativity exercise. You can find such exercises in a variety of books....

"This book takes a very different approach. It doesn't begin by asking what individuals have to do to be creative. Instead, it asks: What does an organization have to do to be a creative organization? If the organization is creative, its members will do their jobs creatively. They will set themselves goals that require creativity to accomplish."

The author describes how organizations operate as creative systems, as well as how to use diversity and conflict to support creativity.

Carr then provides a model that companies can use to develop a flexible, systemwide approach to sustaining "constant creativity" in such operations as hiring, applying technology, and developing products. He also uses case studies to show managers how to break mindsets that thwart innovation, how to increase productivity, how to link creativity to all aspects of organizational life, and how to diagnose the company's creativity level.

"It takes a while for an organization to accept that more effective solutions require experimentation. It has to experiment with the approach itself before it can have confidence in it.

"In essence, the organization must find a process that enables it to bite off real but manageable problems, attack the problems with limited resources, solve them, and build on the results it gets. The key is a clear and easily understood method that can be learned and applied rapidly and that will help the organization to repeat many problem-solving cycles in a short period of time."

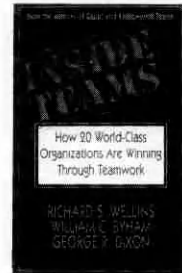
Clay Carr is vice-president of research and development for the National Society for Performance and Instruction.

The Competitive Power of Constant Creativity, by Clay Carr. 177 pp. New York, NY: AMACOM. This book can be purchased through ASTD Press, 703/683-8100. Order code: CATC. Priority code: EZM. \$21 for ASTD members, \$23 for nonmembers.

Circle 248 on reader service card.

Inside Teams: How 20 World-Class Organizations Are Winning Through Teamwork

by Richard S. Wellins, William Byham, and George R. Dixon.



The concept of teamwork seems to have taken a back seat to the newer and trendier management principles of reengineering and business-process redesign. But the three authors of *Inside Teams* are convinced that work teams are alive and well. To prove it, they present case studies of 20 world-class companies that are successfully using teams to reengineer themselves in order to achieve their quality, productivity, and cost-effectiveness goals.

The authors offer a behind-the-scenes look at how such companies as Colgate-Palmolive, Miller Brewing Company, Texas Instruments, and Wilson Sporting Goods are using teams to improve their bottom lines. Each case study details why a company chose to implement teams as its competitive strategy, what steps it took to form the teams, and what types of problems it encountered. Finally, readers can see how the companies appraise team performance, compensate their teams, and cross-train team members.

The insights into what each company learned can help organizations benchmark their team implementation plans against these 20 leading firms. To make the comparison easier, the authors provide a fact sheet before each case that describes the organization and summarizes its team structure, functions, and overall organizational results.

"When we wrote *Empowered Teams* in 1991, we made several predictions about the future of teams. As revealed [here], many of these have become reality."

So what's in store for teams in the future?

The "rapid pace of change makes looking into the future risky business," the authors warn. But they do expect to see an overall increase in the need for and use of teams; further evolution in compensation, per-

formance management, and training systems that support teams; and the disappearance of "the boss."

But don't tell your supervisor where you heard that.

Richard Wellins is senior vice-president of programs and marketing for Development Dimensions International. William Byham is president and CEO of DDI. George Dixon is a business writer, researcher, and communications consultant.

Inside Teams: How 20 World-Class Organizations Are Winning Through Teamwork, by Richard S. Wellins,

William Byham, and George R. Dixon. 366 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8100. Order code: WEIN. Priority code: EZM. \$23 for ASTD members, \$25 for nonmembers. **Circle 249 on reader service card.**

"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.

Additional Reading

Stern's SourceFinder: Human Resource Management, by Gerry Stern and Yvette Borcia. 482 pp. Culver City, CA: Michael Daniels Publishers, 310/838-4437, \$169.95.

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The Best of Performance Support in the Workplace. 114 pp. Alexandria, VA: American Society for Training and Development. This book can be purchased through ASTD Press, 703/683-8100. Order code: BOPE. Priority code: EZM. \$19 for ASTD members, \$25 for nonmembers.

Circle 251 on reader service card.

The Work Redesign Team Handbook: A Step-by-Step Guide To Creating Self-Directed Teams, by Darcy Hitchcock. 102 pp. White Plains, NY: Quality Resources, 800/247-8519, \$24.95.

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Planning for Effective Technical Training: A Guide for Instructors and Trainers, by Jerrold E. Kemp and George W. Cochern. 183 pp. Englewood Cliffs, NJ: Educational Technology Publications. This book can be purchased through ASTD Press, 703/683-8100. Order code: KEPF. Priority code: EZM. \$33 for ASTD members, \$35 for nonmembers.

Circle 253 on reader service card.

From Managing to Empowering: An Action Guide To Developing Winning Facilitation Skills, by Scott B. Parry. 192 pp. White Plains, NY: Quality Resources, 800/247-8519, \$19.95.

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The Human Resources Yearbook, 1994/1995 edition, by Mary F. Cook. 590 pp. Old Tappan, NJ: Prentice-Hall, 800/288-4745, \$79.95.

Circle 255 on reader service card.

1001 Ways To Reward Employees, by Bob Nelson. 276 pp. New York, NY: Workman Publishing Company. This book can be purchased through ASTD Press, 703/683-8100. Order Code: NEWT. Priority code: EZM. \$9 for ASTD members, \$11 for nonmembers.

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Life and Work: A Manager's Search for Meaning, by James A. Autry. 303 pp. New York, NY: William Morrow, 212/261-6500, \$21.

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Workplace Testing: An Employer's Guide to Policies and Practices, by Diane Arthur. 259 pp. New York, NY: AMACOM, 800/262-9699, \$49.95.

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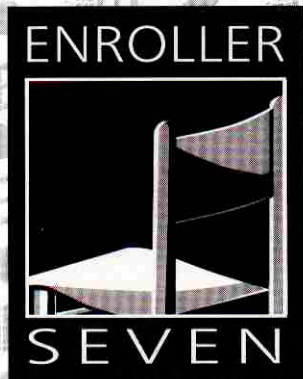
Designing Training Programs: The Critical Events Model, 2d edition, by Leonard and Zeace Nadler. 280 pp. Houston, TX: Gulf Publishing Company. This book can be purchased through ASTD Press, 703/683-8100. Order code: NADE. Priority code: EZM. \$31 for ASTD members, \$33 for nonmembers.

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Genderflex: Men and Women Speaking Each Other's Language at Work, by Judith C. Tingley. 257 pp. New York, NY: AMACOM, 800/262-9688, \$19.95.

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