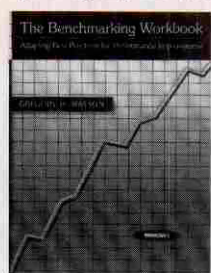


Books

The Benchmarking Workbook: Adapting Best Practices for Performance Improvement

by Gregory H. Watson.



Perhaps the most impressive thing about *The Benchmarking Workbook* is its simplicity. Or maybe it's the author's ease in presenting a topic that, lately,

has become increasingly important to many HRD and training professionals—benchmarking. With this book, Gregory Watson provides a thoughtful, well-written resource guide that can help an organization plan and implement a benchmarking study successfully, even if it's a first-time attempt.

Watson begins by defining benchmarking as “an effective TQM approach for guiding an organization's improvement process by determining the most important things to improve and the best approaches for doing so.” Following his explanation of what benchmarking is and why it's important, he offers succinct details of how to do it.

Each chapter covers a different step in a six-step process, which correlates with a familiar TQM improvement cycle: Plan, Do, Check, and Act. Each chapter closes with a case study adapted from an actual benchmarking project, to illustrate applications of each concept. Helpful forms and checklists that can be reproduced for your own use also add to the book's usefulness.

Watson concludes with a look at the types of organizational support that must be available before benchmarking can become an integral element in a company's culture and strategy.

“Top management must be involved in determining what is strategically important to improve. Cross-functional teams must do the work of discovering what their process is and learning how it could be better.

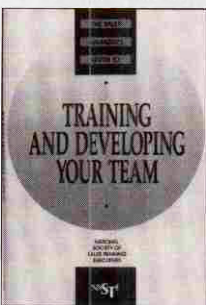
“Last but not least, the input of the people who will implement the improvement and live with it every day must be included during the entire process. To put the task of coordinating this effort into perspective, consider the cost of trying to make changes *without* strategic corporate direction, outside information, and full buy-in from all employees.”

The Benchmarking Workbook: Adapting Best Practices for Performance Improvement. 144 pp. Cambridge, MA: Productivity Press. This book can be purchased through ASTD Press, 703/683-8129. Order code: WABW. \$28 for ASTD members; \$30 for nonmembers.

Circle 245 on reader service card.

The Sales Manager's Guide to Training and Developing Your Team

edited by Raymond A. Higgins.



If you have ever been in a situation where you've had to be all things to all people all at once, chances are you're either a parent or a sales manager.

There's plenty of parenting advice

to go around, but resources for sales managers are scarce. Here's help.

The Sales Manager's Guide to Training and Developing Your Team, published by the National Society of Sales Training Executives, can help provide the expert advice you seek.

This month's reviews feature several new-release and best-selling ASTD Press books on such topics as benchmarking, sales training, TQM, and globalization.

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Books

Its chapters outline basic guidelines for implementing 12 skills that "can make or break managers in achieving results through sales personnel."

According to editor Raymond Higgins, learning and perfecting such skills as goal setting, time management, problem solving, and selecting and recruiting sales-team members can help to smooth the transition from selling to managing salespeople.

The book features chapters that show how to hone these skills. It also covers the "how-tos" of teaching, coaching, reinforcing performance, communicating, and conducting group meetings and goal-planning discussions. Each chapter provides charts, diagrams, checklists, and short exercises.

One section is devoted to self-development. Here, Higgins explains how expanding managerial attitudes, skills, and knowledge can ensure a manager's success.

"Sharpen your skills of managing and developing your people. Pick the best. Let them know what is expected. Give them full opportunity to manage their territories and use their talents.

"Keep them constantly informed of how they are doing. Listen. Give the right assistance when and as it is needed. Reward them on the basis of results. And have fun doing it!"

The Sales Manager's Guide to Training and Developing Your Team. 188 pp. Homewood, IL: Business One Irwin. This book can be purchased through ASTD Press, 703/683-8129. Order code: HISM. \$23 for ASTD members; \$25 for nonmembers.

Circle 246 on reader service card.

How To Create and Deliver a Dynamic Presentation

by Doug Malouf.



According to Doug Malouf, there are three certainties in life: death, taxes, and having to get up and speak in front of others.

The author notes that few people are ever comfortable with any of these facts of life, and that some would rather die than make a presentation. But Malouf says

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Please order all other books through the publishers.

you can overcome much of your fear of public speaking by honing your presentation skills and by properly planning for each event.

How To Create and Deliver a Dynamic Presentation can guide you through the planning and help you prepare powerful, energetic presentations that will keep your audiences interested and enthusiastic.

The author begins by revealing the importance of making a good first impression, combating stage fright, and providing time to break the ice at the start of a presentation. He also explains how to hammer your point home (subtly), how to use visuals and handouts effectively, and how to stimulate and sustain audience participation.

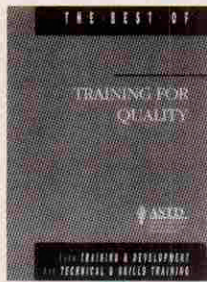
To reinforce his point subtly throughout the book, Malouf skillfully uses artwork, checklists, and short, written exercises that keep the reader focused and involved in the lessons presented.

"Next time you sit in a classroom or attend a convention, do not observe the speaker; observe the audience [members]. Are they alive or dead? You and I are responsible for the outcome. No subject is boring; there are only boring speakers. So stay alive, present well, and learn to give top performances."

How To Create and Deliver a Dynamic Presentation. 127 pp. North Wollongong, Australia: Dougmal Training Systems. This book can be purchased through ASTD Press, 703/683-8129. Order code: MAHT. \$20 for ASTD members; \$25 for nonmembers.

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The Best of Training for Quality



Quality remains a hot topic for U.S. business, with serious implications for HR and training professionals. And learning what others are doing to ensure quality and improve their competitive advantage can help organizations pick up their paces in achieving excellence.

This book is one of a series of "Best of..." publications produced by the American Society for Training and Development to provide the

most up-to-date information the society has on a selection of topics. This edition contains reprints of the best articles on quality that have been published in ASTD's *Training & Development* (formerly *Training & Development Journal*) and *Technical & Skills Training* magazines.

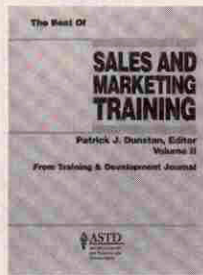
Topics include TQM training, self-directed learning, self-managed teams, and labor/management cooperation. Several articles feature companies, such as Conner Peripherals, Federal Express, and Florida Power & Light, that have successfully integrated TQM programs into their daily operations. The insights presented here may help you pave a new and effective total-quality path for your organization.

The Best of Training for Quality. 102 pp. Alexandria, VA: American Society for Training and Development. This book can be purchased through ASTD Press, 703/683-8129. Order code: BOTQ. \$19 for ASTD members; \$25 for nonmembers.

Circle 248 on reader service card.

The Best of Sales and Marketing Training

edited by Patrick J. Dunstan.



The success of every organization that markets a product or service depends heavily on the skill of its salesforce. Whether you're a one-person sales department or part of a large selling staff, Patrick Dunstan says one of the most critical elements related to your performance is effective sales training.

The Best of Sales and Marketing Training, volume 2, can provide some expert background information to help your organization begin a new sales-training program or enhance an existing one.

This volume, part of ASTD's "Best of..." series, compiles reprints of the best sales-training articles featured in *Training & Development* magazine and *Training & Development Journal*

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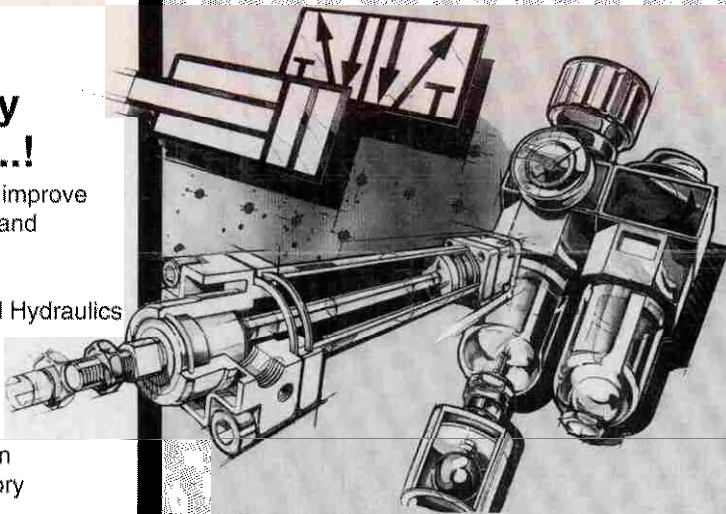
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Books

since 1986. Many of the articles contain case studies that illustrate how to measure sales-training effectiveness and trace the evolution of sales training over the past few decades.

The articles also provide practical applications for creating successful sales-training programs through proven techniques and methods. Additional topics include computer sales training, multinational sales training, customer satisfaction, and partnerships.

The Best of Sales and Marketing Training, volume 2. 50 pp. Alexandria, VA: American Society for Training and Development. This book can be purchased through ASTD Press, 703/683-8129. Order code: KEB2. \$19 for ASTD members; \$25 for nonmembers.

Circle 249 on reader service card.

Getting Things Done When You Are Not in Charge

by Geoffrey M. Bellman.



Geoffrey Bellman hits the nail on the head when he says, "You are not in charge. You are often not clear who is, but you know you are not! Whether you're a manager, professional, administra-

tor, or supervisor, your job supports the decisions and goals of other people. In spite of this, you want to do your work well, to succeed personally, and to satisfy the organization. The truth is that you are not nearly [as] powerless as you may feel."

So how can you accomplish your own goals and make a difference in your role as a support person within your organization? The empowering answers lie in Bellman's book, *Getting Things Done When You Are Not in Charge*.

Bellman explains that the first thing you must do is understand the role you play in helping others to succeed. He provides insights into leadership, teamwork, and organizational politics and change. He also presents a change model that illustrates some of the issues and opportunities that surround people in support positions.

Shifting the focus from organizational dynamics to individual needs, Bellman explains how people's wants influence the change process. He shows how to hold on to your dreams and help your customers hold on to theirs while you're trying to get the day's work done.

Bellman provides valuable tools that nonsupervisory personnel can use to earn management's respect and to build support and solid working relationships with other key players. He also provides practical, everyday approaches for establishing patterns of success, taking risks, collaborating, negotiating, and setting priorities.

"We must take the lead in our own lives, and in the work part of our lives, if we are to have any reasonable hope of getting what we want. This is where, in a very personal way, your need for change meets your need to do something about it. We are at our most effective when we choose to be a leader of change among the people we work with—our customers, our management, our associates. No, you are not in charge. Yes, you can lead."

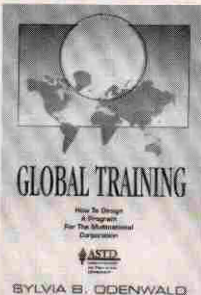
(See the article, "Trimming Your Waste Line," on page 28 of this magazine, for a sample of Bellman's advice.)

Getting Things Done When You Are Not in Charge. 278 pp. San Francisco, CA: Berrett-Koehler Publishers. This book can be purchased through ASTD Press, 703/683-8129. Order code: BEGT. \$26 for ASTD members; \$28 for nonmembers.

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Global Training: How To Design a Program for the Multinational Corporation

by Sylvia B. Odenwald.



Global Training is a guide for human resource professionals and training managers who are responsible for implementing global or international training programs in their organizations. It

provides information, tools, and program ideas to HRD professionals

working for multinational corporations headquartered in the United States.

Sylvia Odenwald begins her book by defining what global training is, what it does, and how it has evolved. She stresses the increasing need for companies to develop international training processes, which include the important aspects of cultural or behavioral sensitivity—empathy,

integrity, and the opportunity to share knowledge and technology in a receptive environment.

The author addresses specifics on how to assess global training needs and what types of courses address cultural diversity and global issues. She explains how training courses can be designed and adapted to specific countries and discusses the

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Books

knowledge and skills trainers need to design and present international training.

Odenwald also shows how to set up a company training program that is flexible enough to cover future needs and how to enlist support from overseas sites in order to identify training issues that may not be apparent to those based at U.S. corporate headquarters.

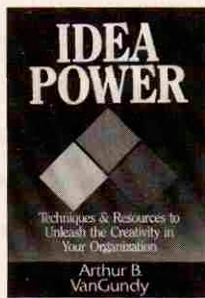
"Although global training is still in its infancy, many corporations are recognizing that education for conducting business outside the United States can increase productivity and profits. Employees who understand the nuances of other cultures and value systems can communicate more clearly and build more meaningful business relationships with peers, customers, and suppliers internationally. Perhaps this can be the first step toward training corporate employees to live and work in our global world."

Global Training: How To Design a Program for the Multinational Corporation. 200 pp. Homewood, IL: Business One Irwin/ASTD. This book can be purchased through ASTD Press, 703/683-8129. Order code: ODGT. \$28 for ASTD members; \$30 for nonmembers.

Circle 251 on reader service card.

Idea Power: Techniques and Resources To Unleash Creativity in Your Organization

by Arthur VanGundy.



Creativity can be taught. So claims Arthur VanGundy, and his new book shows you how to teach it. Whether you want to solve a specific problem, stimulate new ideas, or start a full-fledged creativity training program, VanGundy can guide you through the process with his latest book, *Idea Power*.

VanGundy is a creativity consultant who has combined creativity concepts, reference materials, and guidelines into one source. In part 1, the author explores issues involved in business creativity and organizational innovation. This is where he

introduces his creative problem solving process, which he claims is scientifically tested and superior to other approaches.

In part 2, VanGundy explains how to set up and conduct creativity-training programs. He presents the basic skills needed to facilitate problem-solving groups and retreats, and provides exercises that stimulate trainees' thinking processes. He describes how to design creativity-training courses and provides samples of course outlines and training objectives, as well as descriptions of existing programs.

In part 3, VanGundy shows how to generate ideas for new products, both as an individual and as part of a group. He also discusses how to improve creative-thinking abilities, productivity, teamwork, and decision making.

The last section of the book explores a full range of tools and technologies that can be used to stimulate the creativity process; the author explains how to select the best from the lot. The list of resources includes videotapes, audio-cassettes, books, idea-generation tools, and software.

Idea Power: Techniques and Resources To Unleash Creativity in Your Organization. 246 pp. New York, NY: Amacom. This book can be purchased through ASTD Press, 703/683-8129. Order code: VAIP. \$23 for ASTD members; \$25 for nonmembers.

Circle 252 on reader service card.

Organizational Career Development: On the Brink of the 21st Century

by Thomas Gutteridge, Zandy Leibowitz, and Jane Shore.

(This review has been adapted from a book "preview" published in ASTD's winter 1992/1993 Career Development newsletter, compiled by the society's Career Development Professional Practice Area.)

More and more firms are using organizational career development as a key business strategy for improving workforce effectiveness. But few systematic attempts have been made to document this growth, examine the implications, or highlight best practices in this area of HRD until now.

Organizational Career Development: On the Brink of the 21st Century helps bridge the literature gap by providing global insights into the state of government and corporate career development practices. Building on the survey methodology of a 1978 AMA-sponsored study and the case-study approach of a 1983 American Society for Training and Development research project, this book compiles useful benchmarking

- Among the other findings:
- ▶ Almost 50 percent of the respondents used task forces or advisory groups to help design or implement their career development systems.
 - ▶ Nearly 25 percent of the respondents do not evaluate the results of their career systems. Those who do evaluate them rely heavily on informal verbal feedback.
 - ▶ Less than 30 percent of the survey respondents said they perceive their

COMPANIES SEE EMPLOYEES AS HAVING PRIMARY RESPONSIBILITY FOR THEIR OWN CAREER DEVELOPMENT

data for human resource professionals and provides empirical data for researchers and academicians.

According to the authors, the best practices share a number of success factors, including tying development to business strategy; building systems and providing appropriate links between them; incorporating continuous improvement and evaluation, multiple tools and interventions, and line or manager involvement and accountability; and providing ongoing publicity and high visibility.

The data come from research conducted in Australia, Europe, Singapore, and the United States.

The 1990/1991 U.S. survey polled 1,000 corporations. Key findings include the following:

- ▶ Sixty-eight percent of the responding firms either had career development systems in place or were establishing such systems.
- ▶ Firms that did not have such systems cited insufficient support by top management, insufficient budget, or a lack of human resource capability.
- ▶ Companies see employees as having primary responsibility for their own career development, followed by managers, executives, and HR staff.
- ▶ Tuition reimbursement, in-house training and development programs, external seminars and workshops, and career counseling ranked among the most popular career development practices.

own organizations' career development systems to be somewhat or very effective.

Many of the respondents said they believe career development efforts enhance employee retention, skills, and morale; increase employee empowerment; demonstrate organizational commitment; improve HR planning; and increase strategic advantage.

Respondents also see today's career development programs as more formal, systematic, and efficient than earlier ones, due to innovative use of a range of tools and techniques. Best practices from several organizations seem to support that premise. Among the companies featured in the book are Corning, 3M, Nationwide, and Ford.

Organizational Career Development: On the Brink of the 21st Century. San Francisco, CA: Jossey-Bass/ASTD. This book can be purchased through ASTD Press, 703/683-8129. Order code: GUOC. \$32 for ASTD members; \$34 for non-members.

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