

Books

Number Wise: How To Analyze Your Facts and Figures for Smart Business Decisions

by Michael C. Thomsett.

According to Michael Thomsett, there are two driving forces behind every business decision: making money and saving money. In *Number Wise*, Thomsett shows how even number-leery managers can learn to speak the language of profitability by generating and analyzing financial data.

"Even a completely intangible problem has a profit question and answer. But you don't need an accounting background to use the numbers to your advantage. The secret is to learn how to use analysis as a tool for improved communication. If you are able to communicate in terms of profits for every issue raised, you will soon be perceived as a valuable, aware member of the company team."

The author provides a step-by-step explanation of basic analysis skills such as identifying, verifying, and interpreting information that can be used to generate support for your efforts or proposals. He shows non-financial managers how they can present trends, establish and support budgets, and use forecast analyses to offer concrete recommendations that will generate profits.

"You may run your department extremely well, but if you can't 'run the numbers' with equal skill, you're missing out on many opportunities to prove your worth."

Michael Thomsett is a best-selling author of business and finance books. He lives in Bellingham, Washington.

Number Wise: How To Analyze Your Facts and Figures for Smart Business Decisions. 150 pp. New York, NY: Amacom, 212/586-8100, \$24.95.

Circle 245 on reader service card.

Managing by Storying Around: A New Method of Leadership

by David M. Armstrong.

Once upon a time, a family started a company. And as this company grew over the years, so did its history and traditions. Unfortunately new employees and customers were not always told what had happened in the company before they came along, so traditions waned.

One day a man came to the company and told everyone a story about how the company came to be so successful. Everyone loved the story so much that they asked the man to stay and help them build on this success. He said "yes," but only if he could continue telling the company's story. Everyone agreed, and a new management style was born.

Fictional? Yes, definitely. Unbelievable? Hardly. You'll find it easier to believe after you read the stories in David Armstrong's book, *Managing by Storying Around*.

Armstrong is from the fourth generation to run his family's manufacturing business. His management technique relies strongly on one of the oldest forms of communication—story telling. His book is a collection of one-page stories (complete with morals) that are used at his company. In fact, he even uses them to train employees and to lay out guidelines that help empower them, as well as to recruit and hire new people.

The author says this approach is effective because it's so simple that anyone can do it. He also says it's a great way to spread the word, pass along corporate traditions, and recognize employees' contributions.

"Telling stories is a lot like telling jokes. When you are making a speech, a good opening joke ties in to the subject at hand. The same is

This month's reviews emphasize the value of creativity and show how to measure quality and training success.

true when you tell stories. The story should underscore the point you are trying to make."

For easy reference, he has categorized his stories under headings such as "Stories To Boost Creativity," "Stories About Core Values," and "Stories To Honor Quality and Service."

But Armstrong cautions readers not to use the stories in this book, except as examples. He recommends that readers make up their own stories, tailored to their unique situations, so they can tell them with passion.

"Telling stories forces you to pay more attention; you're always looking for a place where a story might fit. You become a different kind of leader. For one thing, you create an environment where people are receptive to change and new ideas.

"We have found stories to be so effective, they've replaced our policy manual. For example, we have reduced our travel policy to this: 'When you travel for the company, live the way you do at home.' Do you always go to first-class restaurants when you go out to dinner? Then please do that when you're on the road for us. Do you always eat at fast-food places for lunch? Then do that while you're travelling for the company. Through story telling, our people can know very clearly what the company believes in, and what needs to be done."

David Armstrong is vice-president of the firm Armstrong International.

Managing by Storying Around: A New Method of Leadership. 256 pp. New York, NY: Doubleday/Currency, 212/492-9793; \$20 (U.S.), \$25 (Canada).

Circle 246 on reader service card.

Total Quality Management

by Marshall Sashkin and Kenneth J. Kiser.

Marshall Sashkin and Kenneth Kiser present a clear analysis of what they consider to be the foundations of TQM in *Total Quality Management*.

While the focus is practical, the book is not a how-to guide. The authors instead attempt to define the total quality management concept by distinguishing TQM from other indirectly related terms such as quality circles and self-managed teams.

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, send pre-paid orders to ASTD Publishing Service, Box 4856, Hampden Station, Baltimore, MD 21211. Add \$2.25 per book for shipping and handling. To charge on Mastercard, Visa, or American Express, call 703/683-8129.

Please order all other books through the publishers.

Then they examine some of the most commonly seen and understood tools and techniques that employees use to identify quality problems, including flow charts, histograms, and diagrams.

In chapter 3, the authors get to the heart of what really makes TQM work. They say what is needed is an all-encompassing determination to meet customer and client needs. And they say that what supports this is a transformation of an organization's culture. That includes a transformation of the values and beliefs that support quality.

In the final chapters, the authors show how to create this type of organizational culture. They pay particular attention to the roles that organizational leaders and unions must play to develop and support a TQM culture.

"Our aim is modest. We propose to help you understand what TQM really is, apart from all the hoopla and hurrahs. Then you can decide whether TQM is right for you.

"Our own bias is no secret: We believe that unless many more American organizations follow the TQM path, America will enter the new millennium as a second-rate competitor headed downhill. We do not see this as inevitable. There are

choices to be made, important ones. Our purpose is to help you make the right choice."

Marshall Sashkin is a senior associate in the Office of Educational Research and Improvement at the U.S. Department of Education in Washington, D.C. Kenneth Kiser is an associate professor of sociology at Oklahoma State University.

Total Quality Management. 179 pp. Seabrook, MD: Ducochon Press, 301/552-9523, \$24.95.

Circle 247 on reader service card.

The Corporate Guide to the Malcolm Baldrige National Quality Award: Proven Strategies for Building Quality Into Your Organization

by Marion Mills Steeples.

Since the Malcolm Baldrige National Quality Award was created in 1987, more than 300 companies have applied and gone through the close scrutiny of its examination process. Numerous reference books can help companies navigate the rough waters associated with the test.

But Marion Mills Steeples says her book, *The Corporate Guide to the Malcolm Baldrige National Quality Award*, is the first "complete department-by-department, goal-by-goal, area-by-area outline of what total quality management encompasses."

"The Baldrige criteria are a complete and one might say 'nondenominational' framework of what it takes to be a quality company. Unfortunately, the guidelines can tell you more about where you want to go than how to get there.

"That's where this book comes in. Together with the Baldrige Guidelines (reprinted in appendix A), it is designed to be a practical and affordable resource for any company interested in quality improvement."

The book is divided into three sections. The first explores the economic pressures that led to the development of the award. The next section examines the seven Baldrige categories, showing what works and what doesn't through the use of a case study of the application process. Award winners are profiled in the final section.

"This book provides essential know-how on just what the winners

have done to master the seven categories. Their case histories illustrate real-life examples of how these companies have achieved world-class quality. There is no hidden quality agenda. The only valid reason to pursue the Baldrige Award is out of a desire to become a continuously improving quality company."

Marion Mills Steeples is president of the consulting firm Resources for Quality, in Denver, Colorado, and serves on the Board of Examiners for the Baldrige award.

The Corporate Guide to the Malcolm Baldrige National Quality Award: Proven Strategies for Building Quality Into Your Organization. 383 pp. New York, NY: Business One Irwin. This book can be purchased through ASTD Press, 703/683-8129. Order code: STCG. \$43 for ASTD members; \$45 for nonmembers.

Circle 248 on reader service card.

Additional Reading

Handbook of Training Evaluation and Measurement Methods, 2d edition, by Jack J. Phillips. 415 pp. Houston, TX: Gulf Publishing Company. This book can be purchased through ASTD Press, 703/683-8129. Order Code: PHHT. \$31 for ASTD members; \$33 for nonmembers.

Circle 251 on reader service card.

Make It a Winning Life: Success Strategies for Life, Love, and Business, by Wolf J. Rinke. 283 pp. Rockville, MD: Achievement Publishers, 301/570-4406, \$24.95.

Circle 252 on reader service card.

Teamwork Through Flexible Leadership: A How-To Guide for Conducting Business in a Changing Work Environment, by Rex P. Gatto. 212 pp. Pittsburgh, PA: GTA Press, 800/742-5482, \$11.95.

Circle 253 on reader service card.

The Art of the Long View: Planning for the Future in an Uncertain World, by Peter Schwartz. 258 pp. New York, NY: Doubleday/Currency. This book can be purchased through ASTD Press, 703/683-8129. Order Code: SCAL. \$20 for ASTD members; \$22 for nonmembers.

Circle 254 on reader service card.

Freeing the Corporate Mind: How To Spur Innovation in Business

by Art Cornwell.

"Our education, experience, and perception of a situation provide inherent restrictions to the number of the solutions we can see. This limited field of vision also curbs our productivity as a nation. Development of skills in innovation is the only way the United States will regain its industrial competitiveness."

Art Cornwell has provided all you creativity buffs with another book well worth reading. *Freeing the Corporate Mind* is a powerful, well-organized book that shows how to learn to think more creatively in order to better contribute to the success of your employer.

In the introductory chapters, the author explores ways in which prior experiences and education work to instill five barriers into future think-

ing patterns that may actually reduce creativity. He then explains what constitutes a creative idea and where innovation fits into thought processes.

In chapter 3, Cornwell provides examples that show how to use the five barriers to generate creative ideas, and introduces a technique to measure creative output. In chapter 4, he describes five principles of creative thinking and their effect on mental flexibility.

In chapters 5 through 7, the author shows how to increase your mental elasticity by modifying the way you define problems and by changing your perspective to generate new ideas for solutions.

In the remaining chapters, Cornwell shows how to use structured thinking to inspire insight and increase your idea output. He also considers why working toward a goal can hinder creativity. Finally, he offers seven suggestions for fostering new insights and making innovation part of your routine.

"To fully understand and apply the information in this book, I suggest reading the sections one at a time, applying the information, and then moving on when you are ready. As you become more comfortable with each of these techniques, my hope is that at least a few of them will become part of your daily work routine. If they do, your opportunity for personal growth will be immeasurably enhanced."

Art Cornwell is president of a training and consulting firm, The Boardroom, in Rockford, Illinois.

Freeing the Corporate Mind: How To Spur Innovation in Business. 178 pp. Rockford, IL: Execu-Press, 815/654-7049, \$19.95.

Circle 249 on reader service card.

Marketing HRD Within Organizations: Enhancing the Visibility, Effectiveness, and Credibility of Programs

by Jerry W. Gilley and Steven A. Eggland.

Marketing HRD Within Organizations shows HRD professionals how to use marketing tools such as client research, cost-benefit analysis, and promotion to heighten the HRD department's visibility, increase

Yes or No: The Guide to Better Decisions, by Spencer Johnson. 102 pp. New York, NY: HarperCollins, 212/207-7517; \$17.50 (U.S.), \$23.50 (Canada).

Circle 255 on reader service card.

Performance Appraisal: Perspectives on a Quality Management Approach, edited by Gary N. McLean, Susan R. Damme, and Richard A. Swanson. 218 pp. Alexandria, VA: American Society for Training and Development. This book can be purchased through ASTD Press, 703/683-8129. Order code: MCPA. \$13 for ASTD members; \$19 for nonmembers.

Circle 256 on reader service card.

It's Not My Department! How America Can Return to Excellence: Giving and Receiving Quality Service, by Peter Glen. 239 pp. New York, NY: Berkley Books, 212/951-8923; (new in paperback); \$8.95 (U.S.), \$11.95 (Canada).

Circle 257 on reader service card.

No-Nonsense Communication, 3d edition, by Donald L. Kirkpatrick. 152 pp. Elm Grove, WI: Donald L. Kirkpatrick, 414/784-8348, \$5.50.

Circle 258 on reader service card.

CHANGE BY DESIGN

Reengineering the Total Organization

This workshop overviews a comprehensive approach to large-scale change that has led to some of the most noted examples of high-performance companies in America today. By combining the strengths of Strategic Management, Organization Design/Redesign, and Total Quality Management approaches, OSD enables a company to "reengineer" its total organization.



Organizational
Systems
Design
Workshops

For details, call: Garland Ryle 919/768-7891

Dates and Locations:

Dec. 9-11, 1992 San Diego, CA
Mar. 17-19, 1993 Ponte Vedra Beach, FL
May 12-14, 1993 Washington, D.C.

Circle No. 184 on Reader Service Card

Need help with
maintenance training?



Ask Mike!™

An Easy-to-Use Technical Reference



Windows-Based Maintenance Software

Find technical information with the click of a mouse.

No more fumbling through reference books.

No more "seat-of-the-pants" maintenance.

Ask Mike! to work for you!

Under \$500!

Loaded with Graphics!

Topics include:

- Machining Processes
- Welding Processes
- Engineering Materials
- Measurement Conversions
- Fasteners & Torque Specs
- Blueprint Reading
- Bill of Materials
- Drive Systems

¡Sí! Miguel habla español.

Spanish & Bilingual Versions Available



PLUS DELTA PERFORMANCE, INC.
(608) 582-4610 / FAX (608) 582-2915

Galesville, WI

Circle No. 171 on Reader Service Card

Books

employee commitment to programs, and ensure that HRD programs contribute to the bottom line.

Jerry Gilley and Steven Egglund provide a step-by-step guide to developing and implementing a comprehensive strategic marketing plan. Specifically, they explain how to tailor training programs to meet employees' needs, and show how to use product development and product life cycle to determine program priorities. They also demonstrate how cost-benefit analysis communicates HRD's bottom-line results, and show how variables such as demand and the price of competing programs should influence overall program costs.

Gilley and Egglund then take a look at the different promotional materials that can be used to inform internal clients about available programs. They also explain how to present ideas to decision makers in the most convincing manner.

"Marketing HRD programs is not a substitute for quality and competence but a method for communicating the values of HRD to others. It is a tool that can be used to improve the image, credibility, and acceptance of HRD, with the ultimate goal of integrating HRD into the fabric of the organization. If this is accomplished, HRD will become an equal partner with other essential components of the organization."

Jerry Gilley is director of executive and professional development for the William M. Mercer consulting firm. Steven Egglund is a professor of vocational and adult education and human resource development at the University of Nebraska in Lincoln.

Marketing HRD Within Organizations: Enhancing the Visibility, Effectiveness, and Credibility of Programs. 242 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8129. Order code: GIMH. \$31 for ASTD members; \$33 for nonmembers.

Circle 250 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.