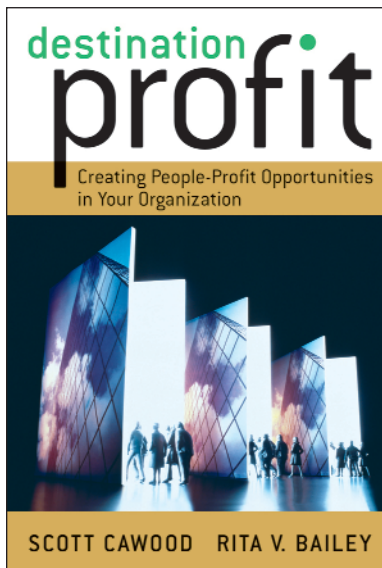


Destination: Good



**Destination Profit:
Creating People-Profit
Opportunities in
Your Organization**

By Scott Cawood and Rita V. Bailey
Reviewed by Nancy S. Ahlrichs



IN THE 1980s, profits increased because of a new emphasis on quality and efficiency. In the 1990s, successful organizations put networked computers on every desk and made significant investments in their technology and finance employees as well as software and processes. Today, human resources and people practices are the keys to profits. And if senior managers want to better understand the practical links between people and profits, then they should check out the dozens of examples described in *Destination Profit* by Scott Cawood and Rita V. Bailey.

The authors draw on their own rich experiences in management with W.L. Gore and Southwest Airlines as well as their most recent consulting experiences with a variety of clients in the United States and Europe. The outcome is a book that readers will be unable to resist highlighting.

Today, no matter your industry or location, razor thin profit margins result from the pressure to provide quality with the same level of service and prices from five years ago. Only employees who chose to engage in the larger organization will deliver the subtle differences in service—or even the quantum leaps in product development—that will keep their employers at the top of their games. *Destination Profit* shows many examples of low-cost, highly effective strategies and tactics that will make it possible for readers to navigate to that desired destination.

The basis of the book is Cawood and Bailey's seven pathways to profitability: **Get the right destination.** Destinations fulfill organizational goals. Every department has a destination. When combined with departmental destinations, they should drive the organization to be successful in its competitive marketplace.

Connect people to the business. The more employees who are willing to give 110 percent, the more likely their company will overcome its competitors. Every company has employees who are only willing to give the minimum. The goal of this pathway is to make sure that your organization has fewer of them than your competitors.

Know who you are. It is not enough to know what you are. An organization must also know its culture and build its business around that collective identity. Hiring the best employees for your organization is contingent upon knowing your culture. So, the authors also include a terrific 10-question quiz to help uncover elements of your company's culture.

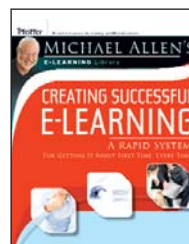
Cultivate commitment, not compliance. Many employers such as W.L. Gore, Southwest,

Reads for Leaders

T+D editors examine three new training-specific resource books.

**Creating Successful E-Learning:
A Rapid System for Getting It Right
First Time, Every Time**

By Michael Allen
(Pfeiffer, June 2006, \$35)



While initial resistance to e-learning has worn off, learning professionals still must make a case for creating new programs.

Michael Allen's

book is primarily about how to build awareness of e-learning's advantages—he devotes a considerable amount of ink to planning the initial meeting and defining the goals of a prospective program. Nevertheless, he offers a clear definition of e-learning.

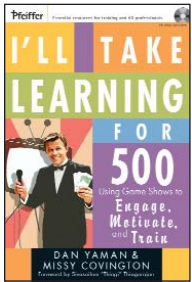
Allen's experiences with most e-learning modules revealed that they are poorly designed and do not focus on true learning needs. However, e-learning does offer the ability to tailor an individual's needs and moves at the pace of the participant. That gives it a leg up on traditional classroom-based learning, which requires rigid meeting schedules.

While Allen discusses some of the technical aspects of setting up an e-learning program, such as inquiring about the necessary browsers, data tracking, and CD installation, a greater proportion of *Creating Successful E-Learning* is devoted to the soft skills.

If you are searching for a how-to manual, this isn't the book. However, if you want an overview of e-learning and seek to persuade colleagues of its value, then this book is helpful.

—Michael Laff

I'll Take Learning for 500: Using Game Shows to Engage, Motivate, and Train
By Dan Yaman and Missy Covington
(Pfeiffer, May 2006, \$40)



For training to be enriching and effective, both the trainer and the participants need to be energized about the session, according to the authors. If one isn't happy, the other won't be either—creating a vicious cycle of unenthusiastic and unproductive learning.

To stop that cycle, the authors suggest adding the “excitement and entertainment inherent in game shows” to sessions and follow-up reviews. Thankfully, however, they are wise not to advocate it as a cure-all to training's engagement woes.

The book is divided into four sections, the first of which is devoted to the concept of game show-style learning. The second deals with selecting, designing, and customizing the most effective learning game show based on the session's purpose. The third offers tips for writing effective questions so that the participants get the most from the learning. And like most books printed under the Pfeiffer name, this one is teeming with practical advice, tips, as well as how-to guides for setting up, conducting, reviewing, and troubleshooting the actual training session.

The information in *I'll Take Learning for 500* is presented in easily digestible nuggets and is labeled with distinctive icons for quick take-away value. The book also includes a CD that features several valuable, ready-to-use game show templates, making it a good choice for busy learning practitioners.

—Josephine Rossi

and Nordstrom have replaced cumbersome policy manuals with guidelines. The underlying message is to adhere to the company values and do the right thing. The vast majority of employees will understand that.

Create an equitable experience for your people. Fairness is expected in the workplace. When employees don't believe they are treated fairly, they withhold ideas, information, and service. Withholding is the opposite of engaging. Fairness fuels engagement, productivity, and innovation.

Build trust into your culture. Trust is always mutual. But, it is up to leaders to extend trust first. By assuming the best of their employees, leaders will drive them to deliver. And when they don't, their trustworthy peers let them know about it.

Let go of the “stagnant quo.” The minute you hear, “That's the way we've always done it,” you have uncovered a stagnant quo. No one wants a doctor who practices 1980s medicine. Similarly, your employees and customers want innovation, less paperwork, and more process improvements.

Once leaders know their company's culture and where they want it to go, Cawood and Bailey suggest that they undergo a tested process to maximize business growth. According to the authors, an organization is like a living organism. “When it's kept in good shape, major surgery isn't needed.”

Using their “4-A Process,” the authors guide readers through a series of exercises in which they learn to apply the process to organizations, teams, and individuals. Adapting to change to reach your destination faster than your competitors is one of the key outcomes of using the process.

“An organization is only as strong as its weakest point of contact with a customer,” say the authors. And because of that, customers walk away from suppliers who improve only because current practices become more painful than change. If companies keep the customer in mind, then applying the process will become second nature. It involves awareness, alignment, accountability, and adaptation.

Simply put, aware leaders are better organizational pilots. They know where their organizations are going, how to get there, and what metrics to use to gauge the progress. They also are tuned in to cultural issues that might prevent them from reaching their destinations.

Alignment can be thought of as the map that charts your organization's course of existence. Individual alignment with the company's goals, alignment among departments, and reports about results (not busyness) are all elements. Your employees need to be able to answer the question, “Why is this the right thing to do?”

Accountable people are adaptable people. When the culture is built around accountability, it becomes a source of value because it is the source of progress.

The most profitable part of the 4-A Process is adaptation. But you must go through the first three steps to get there. Adapting to the speed of customers is the most pressing need, and the authors recommend implementing continuous small changes to beat the competition, rather than systemic changes mounted as a last-gasp effort to compete.

Through their use of illuminating examples and anecdotes, the authors maintain a can-do attitude that inspires. Any manager who reads *Destination Profit* will quickly learn valuable steps to get their department—or entire organization—on the right road to profitability. I give it four full cups of coffee.

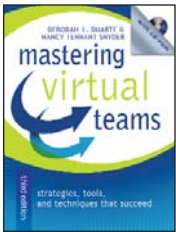
Destination Profit: Creating People-Profit Opportunities in Your Organization, by Scott Cawood and Rita V. Bailey. Davies-Black Publishing; 184 pp. \$26.95

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Mastering Virtual Teams: Strategies, Tools, and Techniques that Succeed

By Deborah L. Duarte
and Nancy Tennant Snyder
(Jossey-Bass, May 2006 third
edition, \$49)



The third edition of this book includes a CD full of exercises, checklists, and competency assessments to overcome the unique challenges of working with a

virtual team. The bestselling first two editions of *Mastering Virtual Teams* offered a succinct guide for managers who must help people from different parts of the company, different countries, and different cultures successfully work together.

This updated version—which includes information about how to use technology as an “additional team member,” the myths and realities of leading virtual teams, six major steps to starting a virtual team, and building trust—has a number of new components. The technology section has been updated to include instant messaging and personal computing devices. There also are more worksheets and checklists, and a new section in most chapters (titled “Near Virtual Disaster”) that includes stories of lessons learned about the problems that occur in a virtual world.

Communication and collaboration are still the two most important factors in team success. The virtual environment continues to transform the ways in which teams operate. Although we have the technology to work across time and distance and we dream of teams that leverage technology into competitive advantage, we still need new competencies and practices to do these things. This book was created to provide the how-to for people who work in or lead virtual teams.

—Paula Ketter