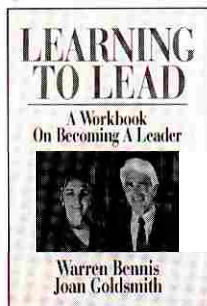


Books

Learning To Lead: A Workbook on Becoming a Leader

by Warren Bennis and Joan Goldsmith.



Written to accompany Bennis's best-seller, *On Becoming a Leader*, this workbook is designed to help readers develop their leadership skills and apply them more effectively in every facet of their lives.

According to Bennis, leadership is a function of knowing yourself, having a vision that is communicated effectively, building trust among colleagues, and taking action to realize your leadership potential. The authors dispel many leadership myths as they address contemporary leadership topics, such as ethics, and show how to

- ▶ translate leadership failures into springboards to creativity
- ▶ develop organizational vision and communicate it to others
- ▶ harness the power to achieve leadership goals.

The authors discuss why leadership is important to corporations. They say that the overall health of an organization depends on energy and imagination, moral fabric and a value system, the creation of wealth, and organizational flexibility—all of which are affected directly by the presence or absence of strong leadership.

The advice and exercises offered in each chapter of this workbook provide readers with the opportunity to practice essential leadership skills. Readers can complete several self-assessment exercises found at the end of the book, to define how they want to use the leadership skills in their lives.

"Our vision of leadership is one in

which every person who reads this book, thinks about the ideas, and applies the activities can become a leader" in his or her own life.

"The problems of our cities require leaders on every block, in every church, in every community. The crisis in education calls for every parent, teacher, classroom aide, student, and administrator to create visions, inspire commitment, foster creativity, and stimulate achievement.

"The failures in our corporations demand leadership qualities in every staff member, secretary, salesperson, accounts payable clerk, and CEO to catalyze enthusiasm, encourage risk taking, and create breakthroughs in innovation. The future will only work if each of us makes it work."

Warren Bennis is a university professor and founding chair of the Leadership Institute at the University of Southern California. And Joan Goldsmith is a management and educational consultant, as well as a former faculty member of the Harvard Graduate School of Education.

Learning To Lead: A Workbook on Becoming a Leader, by Warren Bennis and Joan Goldsmith. 182 pp. Reading, MA: Addison-Wesley Publishing, 800/447-2226, \$19.50.

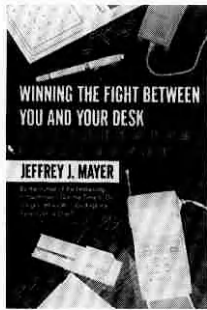
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Winning the Fight Between You and Your Desk: Using Your Computer To Get Organized, Become More Productive, and Make More Money

by Jeffrey J. Mayer.

Jeffrey Mayer explains how to do everything with your computer but clean the bathroom in his latest book, *Winning the Fight Between You and Your Desk*. In fact, he explains how to use a variety of tools of the new "electronic office" to become more efficient and productive in every facet of your life.

This month's books address how to enhance your leadership qualities, organize your desk, and overcome everyday diversity dilemmas.



Dubbed as "Mr. Neat—the Clutterbuster" by *USA Today*, the author says it all starts with the desk.

"I became famous because I discovered an easy way to help people improve their

productivity: Clean off the piles of paper on the desk. But the clean desk isn't the goal or objective; it's a means to an end.

"What people really want is to get more done in less time, and with less effort, and the place to start is the top of the desk."

But where does the desk "stuff" go? The computer. According to Mayer, the computer can automate many of the personal tasks and work activities that most of us usually do (and redo and redo) with paper and pencil. And if less paper is generated, the clutter is less likely to return.

Most of us know we could use our computers more to help us get things better organized and completed more quickly. But either we

don't know how to maximize their use, or we don't invest the time or the money to make our computers work for us.

Mayer describes numerous ways to make the most of your current computer capabilities. He also offers valuable office-product information and information about computer-system upgrades that can increase your efficiency and save even more time. For example, he describes how to set up a filing system, schedule projects, send and receive faxes, complete expense reports, pay monthly bills, and even keep track of your daily caloric intake without ever handling a piece of paper. Just tailor the computer hardware and software to meet your specific needs.

"As I discuss these programs I explain in general terms how they work and describe some of their unique features. I am not trying to determine which program is the 'best program.' The best program is the one that best serves your needs and solves your problems."

Run out and get this book—but read it before it gets lost in all that mess.

Jeffrey Mayer is an authority on

time management and the founder of Mayer Enterprises, a consulting firm that helps businesses get organized.

Winning the Fight Between You and Your Desk: Using Your Computer To Get Organized, Become More Productive, and Make More Money, by Jeffrey J. Mayer. 249 pp. New York, NY: HarperBusiness, 212/207-7581; \$18 (U.S.), \$24.50 (Canada).

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Managing a Small HRD Department: You Can Do More Than You Think

by Carol P. McCoy.



HRD and training managers can add this terrific little spiral-bound workbook to the list of resources they'll need to help them establish and run a small but effective

human resource development department.

Carol McCoy says that more can be accomplished in a one- to three-person department than people think, but that careful planning and a constant focus on business priorities are essential to success.

In Part 1 of *Managing a Small HRD Department*, McCoy presents several basic strategies to use to make sure departmental efforts support the company's goals and enhance your credibility throughout the organization. Among the strategies discussed are building partnerships, creating a business-focused HRD plan, selecting the best delivery methods for your programs and services, and developing a sound budget.

"With only limited resources, it is particularly important to focus your efforts on business priorities. You need to build credibility with senior management and within the organization. You must also develop and implement a resource strategy that provides HRD support without the benefit of a large staff. And you must be skillful in marketing your HRD programs and services so that employees will know clearly what you can and cannot do."

Part 2 addresses the implementation how-tos. Specifically it explains how to define departmental staff

BOOK BITES

READERS' RESPONSES

Rappin' About Reading: Will Women Sexually Harass Men?

Two readers respond to the issue of reverse sexual harassment, which was the subject of Michael Crichton's book *Disclosure*, addressed in "BookBites" in the June issue of *Training & Development*.

Q: *Are women in positions of power as likely to sexually harass an employee as are their male counterparts? If so, how would this change the workplace?*

A: "No way! She knows she's got to be better than the rest. She's too busy and too focused on the task—doing her job and staying on top. It might happen, but it would be rare!"

— **Edna Marie Cole**
Danville, California

A: "Sexual harassment requires a vulnerability or susceptibility to intimidation. For any type of harassment to work (sexual, racial, religious), there needs to be a history of oppression. Any time there are have-nots in a power play, everyone loses.

"Opportunity is turning people into self-serving Sybarites, and the workplace is merely mirroring what is happening in society today. What we must do as community or business leaders is set clear goals and reward teamwork, not competition, in their achievement. Then, maybe, we can create a history we can all live with."

— **Pat Ingles**
Southern California Edison Company
Rosemead, California

roles, market your services to managers and employees, make the most of available resources, and track program effectiveness.

Part 3 addresses management issues; for example, how to manage the training budget, how to become an effective training manager, how to develop your staff's skills, and how to assess trends and forecast needs.

There is also a reference section that includes a detailed action plan and other reproducible worksheets that can be used to help readers plan, produce, deliver, and evaluate training activities systematically.

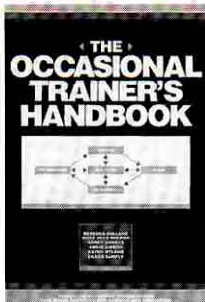
"Managing a small HRD department can be a tremendously challenging and rewarding experience. You may never learn more from any other assignment."

Carol McCoy is director of corporate training and development at UNUM Life Insurance Company of America and lives in Falmouth, Maine.

Managing a Small HRD Department: You Can Do More Than You Think, by Carol P. McCoy. 272 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8100. Order code: MCMA. Priority code: BVM. \$33 for ASTD members, \$35 for non-members.

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The Occasional Trainer's Handbook



The Occasional Trainer's Handbook is written for subject matter experts who are periodically required to develop or deliver training.

A product of the U.S. Department of Energy's Training Resources and Data Exchange Network (TRADE), the book presents a straightforward, systematic approach to the five phases of training development: analysis, design, development, implementation, and evaluation.

Each phase is thoroughly described in its own section. Each section explains the basic steps to perform to implement the specified phase and describes the end results

Ordering Information

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of the implementation. For example, the results of conducting analysis include defined training needs and target audiences; described target-audience tasks; and defined, expected outcomes of training.

While the writing style is rather dry "government-ese," the presentation is enhanced with the generous use of figures, examples, exercises, and job aids that help readers work through each section.

Several appendixes located at the end of the book contain reproducible checklists, worksheets, job aids, and a glossary.

The TRADE network is designed to increase communication and idea exchanges, information, and other resources among DOE contractor facilities in the field of training and development.

The Occasional Trainer's Handbook, compiled by the Training Resources and Data Exchange for the U.S. Department of Energy, 261 pp. Englewood Cliffs, NJ: Educational Technology Publications, 201/871-4008, \$34.95.

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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.

ANNOUNCING

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