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# Bookshelf

## PERFORMANCE PLANNING & APPRAISAL

A How-To Book for Managers

PATRICIA KING

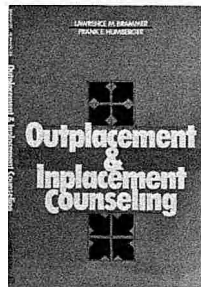
## Performance Planning & Appraisal

In a time when business is calling for improved performance and greater management control over productivity, the performance appraisal can be a useful tool for motivating and communicating with subordinates. If, however, managers are not trained to plan and perform a productive appraisal, the process often ends up as a forum for personality conflict.

Patricia King views performance appraisal as a continual process rather than a once-a-year event. Her philosophy is that performance planning and appraisal work best if the process preserves and enhances the individual dignity of both the manager and the employee, and that management systems work best if they allow people to act according to enlightened self-interest. King's system is aimed at controlling work, not people.

The book is presented as a how-to guide for handling persistent performance problems, employees who believe their appraisals have been unfair, employees with stalled careers, older workers and unionized employees. Other how-to chapters cover methods of interim follow-up, preparing employees for self-appraisal and offering praise and constructive criticism.

*Performance Planning & Appraisal* is published by McGraw-Hill Book Company, and is available through the ASTD Professional Publishing Program. 160 pp. Order Code: KIPP \$20.00 ASTD national members. \$25.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.



## Outplacement & Inplacement Counseling

Lawrence Brammer and Frank Humberger estimate that more than 100,000 American executives and managers have been counseled by more than 300 outplacement counselors in the past 12 years. In addition, the authors note that several major corporations have instituted internal outplacement counseling for thousands of nonexempt hourly employees. With the expectation that the need for outplacement counseling services will continue to grow as the benefits become better known, the book is intended to help readers implement human resource management decisions that will improve productivity in their organizations.

Brammer and Humberger view outplacement as a part of human resource management in which the interests of the employees and the company converge. More than

placement in a new job or retraining program, outplacement should also focus on building candidates' self-esteem, and helping them gain new meaning for their lives and find the optimal balance between work and family life.

Among the topics discussed are goals for outplacement counseling, termination procedures, corporate guilt, counselor qualifications and roles, self-defeating tendencies, candidate self-assessments, job search and targeting, the job campaign and relating inplacement and outplacement counseling. The book concludes with a business plan for executive services associates.

*Outplacement & Inplacement Counseling* is published by Prentice-Hall, Inc. and is available through the ASTD Professional Publishing Program. 140 pp. Order Code: BHOI \$17.50 ASTD national members. \$19.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

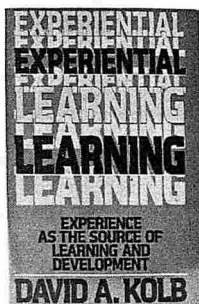
## Experiential Learning

David Kolb describes the process of experiential learning and proposes a model of the underlying structure of the learning process based on research in psychology, philosophy and physiology. Based on this structural model, Kolb presents a typology of individual learning styles and knowledge structures in academic disciplines, professions and careers. The thesis that learning from experience is the major process for human development forms the developmental focus of the book. Applications of experiential learning to education, work and adult development are presented.

Part one, Experience and Learning, begins with a review of the history of experiential learning as it emerged in the works of Dewey, Lewin and Piaget, and an analysis of the contemporary applications of experiential learning theory in organization development, program development, adult development and education.

Part two, The Structure of Learning and Knowledge, describes the prehension and transformation dimensions of learning theory. Individual learning styles and data relating learning styles to personality, professional career, current job and adaptive competencies are discussed next. This section ends with a typology of social knowledge structures and their relation to academic fields of study and career paths.

The last part of the book, Learning and Development, focuses on the three stages of adult development and how conscious experience changes through these stages via higher levels of learning. The book ends with discussions of process, lifelong learning and integrative development. 256 pp. \$19.95. Prentice-Hall, Inc. Englewood Cliffs, NJ 07632.



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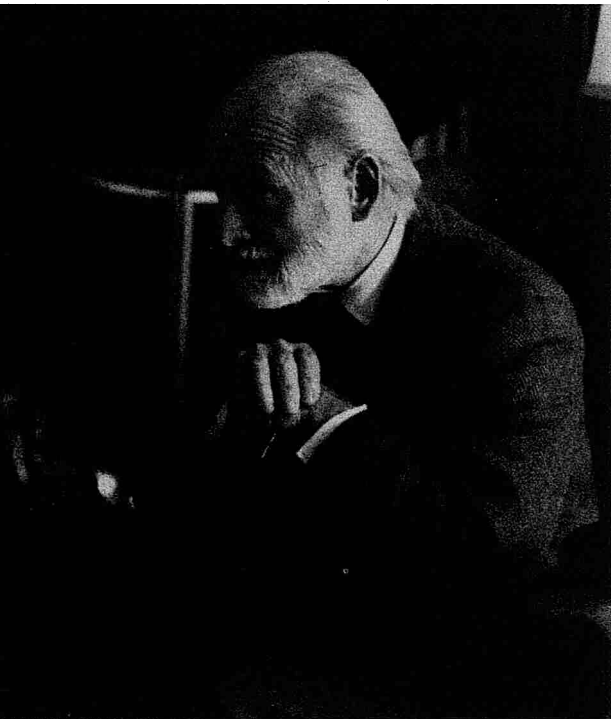


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# New Training Tools



## Power to Beach the Competition

*Wickersham*, a 30-minute color film, offers powerful techniques to salespersons who are intimidated and beaten by the competition.

In a departure from the ordinary setting of a motivational film, *Wickersham* opens in a twilight zone-like atmosphere as a frustrated salesman, on his way to yet another dreaded presentation, finds himself shrouded by thick fog that clears to reveal an old Victorian manor. Inside, the salesman submits to training in the magic art of selling at the hands of a teacher named Wickersham.

The salesman's fear of the competition is exposed and destroyed. Through practical and proven techniques expounded by Master Wickersham, the salesman begins to see salesmanship as a practical art. There are many ways to unsettle a customer's satisfaction with a competitor, and Wickersham makes the salesman discover them for himself against a background of classical music

played by a resident quartet. Although the atmosphere is unreal, the teaching is down-to-earth.

*Wickersham* comes with a meeting leader's guide that offers suggestions on how to incorporate the film into a half-day or one-day meeting aimed at helping salespersons take full advantage of the techniques it offers.

*Wickersham* is available for purchase from the Dartnell Corporation for \$598, plus shipping and handling. The film can also be rented for \$140 and previewed for \$45. Rental or preview fees apply against a later purchase of the film. Direct inquiries to: **Dartnell Corporation**, 4660 Ravenswood Avenue, Chicago, IL 60640-4595.

## "New Management" for American Business

*New Management* magazine is a quarterly business publication of the University of Southern California Graduate School of Business Administration. Unlike other university-based publications, the magazine is a preview rather than a review. Its aim is to offer practical help to managers and executives as they cope with change.

Past issues have featured articles by Tom Peters, who provided an update of his best-selling book, *In Search of Excellence*; philosopher Mortimer Adler, who discussed the proper education for a business executive; and supply-side economist Arthur Laffer, who proposed more direct democracy at the federal level. Corporate executives and consultants, in addition to academicians from USC and other universities, also contribute.

Regular features include "Journal Scan," a digest of significant business research and "Data Bank," a forecast of social, political, technological, economic and international events of significance to corporate planning.

First issued last summer, *New Management* is now a cooperative venture of USC, which retains editorial

responsibility, and Wilson Learning, subsidiary of John Wiley & sons, which has become publisher of the magazine. The magazine, which accepts no advertising, is available by subscription only through Wilson Learning. For more information, write to: **New Management, Wilson Learning Corporation**, 6950 Washington Avenue South, Eden Prairie, MN 55344.

## Bits and Bytes

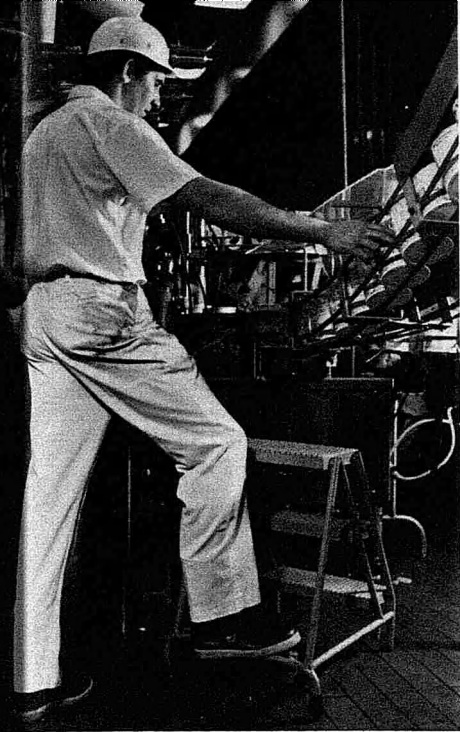
*Bits and Bytes*, a 12-part series on the basics of personal computing that aired on PBS stations nationwide, is available for purchase or rental from Time-Life Video. This introductory course on the use of microcomputers has been praised for its informative and unthreatening approach to basic computer technology.

Featuring host Luba Goy as the patient computer literate and Billy Van as the ever-curious adult student, the video portions show Goy carefully articulating the methodology and providing definitions for the questions posed by Van. An entertaining combination of close-up, hands-on demonstrations, interviews with computer experts and animated sequences to make difficult concepts easy to comprehend, assures appeal to those who have had little or no exposure to computers.

In addition to the 12 half-hour video programs, *Bits and Bytes* includes a three-part learning kit that reinforces the training and permits viewers to proceed at their own pace. The hands-on materials included in this kit are *The Resource Book*, a comprehensive guide that summarizes the video information, sets learning objectives and supports the training with self-tests; *The Hands-On Beginner's Manual*, available for specific models, that takes the user through the initial steps involved in loading and running programs, using the computer as a calculator and writing programs; and *The Sample Software*, microcomputer software disks for specific computer models, field-tested and designed for a lay person.

Inquiries about purchase, rental or preview should be directed to: **Time-Life Video Distribution Center**, 100 Eisenhower Drive, P.O. Box 644, Paramus, NJ 07653.





## Shape Up! for Injury Avoidance

Educational Resources Foundation has produced a safety training film on avoiding back injuries.

*Shape Up!* is an 18-minute color film with sound for workers in any industry. It was designed to educate workers in proper lifting techniques and to motivate better health habits to reduce the risk of back injury. Each suggestion in the film is within the employee's control, something they can do for themselves to protect themselves.

*Shape Up!* discusses posture, lifting, ergonomics, resting procedures and use of mechanical devices for lifting. Exercise, nutrition and rest are also illustrated and discussed as major factors in avoiding back injury.

*Shape Up!* is available on 16mm film and 1/2" and 3/4" videotape formats. Long-term licenses (life of print lease) may be purchased for \$350 and 5-day licenses (preview/rental) for \$75 by writing: Educational Resources Foundation, P.O. Box 928, Irmo, SC 29063.

## Successful Negotiating

What is the best way to negotiate? Seek a win-win agreement that benefits both sides. The Art of Negotiating, an interactive program developed by Experience in Software, Inc., helps one negotiate better and

with more confidence. Applicable to all situations, the program helps users make strategically sound decisions and develop interpersonal skills that lead to negotiation outcomes where everybody wins.

Geared toward business executives and other professionals, this program guides the user through nine key areas of preparation. In each section, the program asks questions, offers suggestions and records individual information about both sides of the negotiation. It helps the user develop plans of action, including a strategic agenda that can be printed out and discussed with colleagues or used in face-to-face negotiations.

The goal of this negotiating software is to channel thinking and enable one to focus on the key areas involved in each negotiation. It aims to spark creativity to develop a full range of options so one can approach any negotiation with confidence.

The Art of Negotiating runs on the Apple III and the IBM-PC. No prior skill in computers or negotiating is required to use this program. The \$495 package includes the two-disk program, user's guide with tutorial and two books by Gerard I. Nierenberg, *Fundamentals of Negotiating* and *The Art of Negotiating Work Text*.

For further information, contact: Experience in Software, 2030 Shattuck Avenue, Berkeley, CA 94704.

## Increasing the Value of Training

Many companies are increasingly concerned to know their training works. Now human resource and training directors can get professional assistance in performing needs analysis and post-training evaluation. Xerox Learning Systems has formed its Human Resource Services department to help companies get the greatest value from their training investment.

The initial services offered by Human Resource Services consist of generic and custom needs analysis and post-training evaluation. Generic needs analysis helps organizations pinpoint the training requirements of lower and middle managers. With customized needs analysis, an organization can identify the training needs of other groups, such as senior program and sales or service representatives.

The post-training evaluation offered by Human Resource Services can help training directors measure the impact of an organization's management, supervisory, sales, service or communications program. The evaluation service can also determine if a current training program needs revision due to changes in the organization's objectives, competition or market.

Human Resource Services operates in partnership with the training director to enhance the professionalism and value of training within an organization. To find out more about Human Resource Services, contact: Xerox Learning Systems, 1600 Summer Street, P.O. Box 10211, Stamford, CT 06904.

## Learning Task Management

Professionals often lack formal training in how to define, plan and control completion of given tasks. They may fail to check information, not follow through with commitments, not gather enough data, gather too much data because of fear of failure, not consider alternative solutions, try to please everyone, not communicate effectively and miss deadlines.

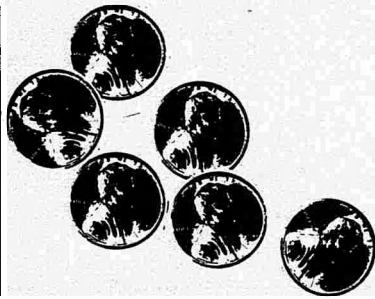
Organizational Development Systems, Inc. has developed a training program that provides a step-by-step system for managing an assigned job. Skills required to manage complex tasks effectively have been identified through interviews with professionals and their managers. The Task Management™ program provides participants with information about these skills and how they may contribute to success. The program is participative, using small group and individual work with assignments, case discussions and exercises. Participants receive practical job aids they can use immediately.

The six sections of the course cover the job of task management, defining the task, managing the task, managing relationships, managing group dynamics and managing a career. The workshop is available in four- and five-day versions, with the five-day version including a treatment of interpersonal skills using the Social Style Profile feedback instrument.

Task Management™ may be conducted by an ODS instructor, or an in-house staff member may be certified by ODS to conduct the course

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on a continuing basis. For further information, contact: **Organizational Development Systems, Inc.**, 11947 North Freeway, Suite 400, Houston, TX 77060.

## Humanizing Office Automation

What is so important about human factors, behavioral considerations and ergonomics? These topics, applied to the technological office, are explored in the book *Humanizing Office Automation: The Impact of Ergonomics on Productivity*, by Wilbert O. Galitz. This systematic study of people's ability to adjust to technological change provides guidelines for the design of user-friendly office systems.

Human needs, considerations and goals in office automation—the human factors or ergonomic aspects—are the topic of this book. It reviews human factors and the related ergonomics and then focuses on behavioral problems related to office automation. Next is a look at the tasks comprised by the office worker's job. A series of behavioral design guidelines are presented for the aspects of the office that influence the well-being of the workers and the organization. Chapters are devoted to electronic meetings and other new communication technologies as well as to managing the change process. The objective is to give the reader a well-rounded look at office automation and closely related issues.

Direct inquiries about availability and price to: **QED Information Sciences, Inc.**, QED Plaza, P.O. Box 181, Wellesley, MA 02181-0501.

## Soft Fuzzies Smooth Computer Learning

Say "Soft Fuzzies" and one visualizes teddy bears and security blankets, objects associated with childhood comfort and the easing of anxiety.

Soft Fuzzies is also the name of a videotape learning system designed as an uncomplicated, non-threatening computer introduction. It attempts to break down barriers for people baffled or intimidated by computers.

The Soft Fuzzy about word pro-

cessing attempts to ease discomfort with unfamiliar technology by treating the word processor as a more powerful typewriter and demonstrating familiar features such as the tab, carriage return and back space.

The tape is divided into eight short sections, each addressing common questions and relating the answers to everyday office situations.

The word processing tape is generic to all word processors. Supplementary materials designed for the user's system are provided with the 45-minute tape, which may be used for group or individual instruction. The tape is available for \$169.95. For more information, contact: **Soft Fuzzy Productions, Inc.**, P.O. Box 24706, Minneapolis, MN 55410.

## Training Programs for Multinationals

M<sup>2</sup> Limited, an international training consulting firm, has developed a series of vocational training programs for use by industries and governments in Spanish-speaking areas and countries. The programs, which are produced in Spanish, combine the latest instructional technology with high quality technical content.

The programs consist of color videotape integrated into a complete training system by means of a detailed instructor's manual and student workbook. Modular training programs are available in the areas of mechanical maintenance, electrical maintenance, welding, instrumentation and control technician, basic chemistry and medical emergency.

In addition to its line of generic training programs in Spanish, M<sup>2</sup> LTD provides complete services in conversion of existing English-language training programs into various foreign languages, including Spanish, Portuguese, French and Arabic. M<sup>2</sup> LTD develops specialized videotape training programs for multinational organizations to train employees in their native language in foreign operations. They also provide consulting services to assist organizations in the design, development and implementation of training systems in new or existing foreign operations. For further information, contact: **M<sup>2</sup> LTD.**, P.O. Box 2342, Gaithersburg, MD 20879.