So many books,
so little guidance—
until now.

Book publishing for the training and development industry is booming. In its Industry Report 1998 (the most recent year for which figures were available at press time), *Training* reported that expenditures for off-the-shelf materials had increased 33 percent from 1997 to 1998. The off-the-shelf category includes materials prepackaged in any format: books, videos, computer courseware, structured classroom packages, and so forth. Overall, such expenditures totaled $2.2 billion in 1998.

Similarly, a survey conducted for *Training & Development* advertisers found that 79 percent of our readers either purchase or recommend books on a consistent basis. With so many choices out there, and so much money being spent, how to choose volumes for your library?

To help you, we have put together the *T&D* Five R Rating System for books, below. The bullet points are meant to expand on the idea behind each R. You may find the system useful when evaluating a book purchase or deciding what you thought about a book after reading it.

Raison d'etre. Does the book have a reason for being?

❏ Does the training world need a(nother) book on this topic?

❏ Is the author's basic premise sound?

❏ Does the author present original ideas and concepts, or at least a new slant?

Readability. Is the book readable?

❏ Are the author's words articulate and engaging, dry and pedagogical?

❏ Are illustrations, charts, graphs, and so forth put to maximum use, and are they well suited to the text they accompany?

❏ Is the book organized in a thoughtful, logical way?

Training By the Book

By Jennifer J. Salopek

❑ Is the information presented in cohesive chunks so the reader can go in and out as needed?

Reality. Does the book's premise address a real-world problem?

❑ Are the author's points supported by real-life case studies and examples?

❑ Is the author's premise one that the general reader can put to work in his or her own life, or is it pie-in-the-sky?

❑ Does the author provide exercises or other tools that help readers apply the principles to a real-life situation?

Resources. Does the author provide plenty of resources?

❑ Is there an index? A bibliography? An accompanying Website?

❑ Are there checklists or other tools readers can refer to?

**Recyclability**. Is the book still useful after the first read?

❑ Is this a book you would pass on to someone else?

❑ Did you find yourself quoting this book, telling others about it, thinking about it later and applying its concepts?

Our criteria may not match perfectly with yours, or you might arrange them differently, but that's OK. Use them as a guide, but let your own thoughts and observations prevail.

Greatest Hits

How's your HRD library? This list of ASTD Press's 1999 bestsellers may include some titles you've not yet read. Any of these books is available by calling 800.628.2783.
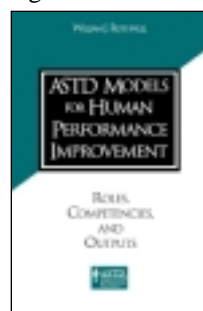
ASTD Models for Human Performance Improvement, by William J. Rothwell. Serves as a guide to human performance improvement practice for trainers, HRD practitioners, managers, college professors, and others who do HPI work. Directs attention to the roles, competencies, outputs, ethical issues, future forces, and other issues affecting those involved in improving human performance. Includes worksheets for self-assessment of HPI competencies. Order code: ROMO2. List price: $70, ASTD member price: $49.95

ASTD Models for Workplace Learning and Performance, by William J. Rothwell, Ethan S. Sanders, and Jeffrey G. Soper. Presents the results of ASTD's workplace learning and performance competency study. Identifies competency groupings that relate to the following roles: manager, analyst, intervention selector, intervention designer and developer, intervention implementer, change leader, and evaluator. Provides a list of sample outputs that workplace learning and performance practitioners may produce. Discusses 10 trends that will shape the profession in the future. Compares the new competency model to ASTD's three other models. Explains why ethical issues are important to workplace learning and performance practitioners. Includes a glossary of terms and CD-ROM. Order code: ROWL. List price: $70, ASTD member price: $49.95
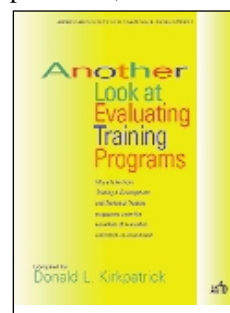
Another Look at Evaluating Training; Donald Kirkpatrick, editor. A compilation of articles from ASTD publications over the past 10 years on the evaluation of training programs. Articles provide an overview of theoretical and specific approaches to evaluating training. Includes special sections on return-on-investment and how to create tests and employee surveys. Order code: KIAL. List price: $30, ASTD member price: $24.95
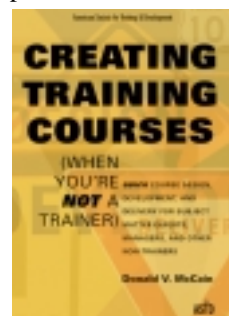
Creating Training Courses, by Donald V. McCain. Guides subject matter experts through the design, development, and delivery process. Designed as a workbook and procedures manual for developing short courses. Provides checklists, samples, and exercises to support course design and development. Contains a glossary. Order code: MCCT. List price: $21.95, ASTD member price: $18.95
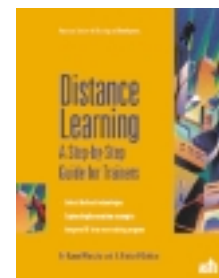
Distance Learning: A Step-by-Step Guide for Trainers, by Karen Mantyla and J. Richard Gividen. Provides guidelines for delivering training using teleconferencing, computer conferencing, interactive satellite television, and CBT. Walks you through strategic planning, equipment installation, ISD considerations, training the trainer, remote-site coordination, course evaluation, and learner support. Includes a glossary, a listing of distance learning equipment, vendors, and organizations that use distance learning, and such references as books, journals, Websites, trade shows, and conferences. Order code: MADL. List price: $45, ASTD member price: $34.95
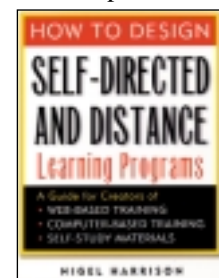
How to Design Self-Directed and Distance Learning Programs, by Nigel Harrison. In this leading-edge guide, instructional designer and performance expert Nigel Harrison presents tools for designing any type of Web-based, self-directed, or distance learning program to maximize learner participation and retention. Follow these steps: Define the problem; select the right format; set measurable, attainable objectives; test your product; put your program into action; and assess your success. Order code: HAHD. List price: $39.95, ASTD member price: $37.95

ISD Anthology. A collection of 15 *Info-lines* that address instructional systems development or part of the process. Includes needs-assessment, instructional, and evaluation methods; task analysis; and how to write behavioral objectives and develop effective training manuals. Order code: ILIS. List price: $95, ASTD member price: $75
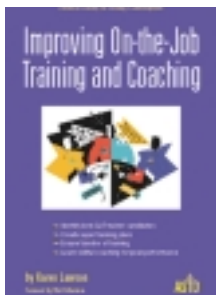
Improving On-the-Job Training and Coaching, by Karen Lawson. Begins with definitions of on-the-job training and coaching. Chapters cover training adults, selecting a trainer, developing a training plan, and conducting and evaluating training. Continues with on-the-job coaching as a continuous reinforcement of training; closes with a plan for orienting new employees. Contains exercises and examples, including a sample OJT trainer-effectiveness questionnaire. Order code: LAIO. List price: $25, ASTD member price: $22.95

In Action: Measuring Return-on-Investment, vol. 2; Jack J. Phillips, editor. Presents 17 case studies from such companies as Lens Crafters, Nynex, and Texas Instruments. Aimed at HRD professionals who want to determine the value of training programs and how they contribute to achieving an organization's goals. Includes a matrix of the cases, industries, HRD programs, and target audiences. Order code: PHRE. List price: $50, ASTD member price: $34.95
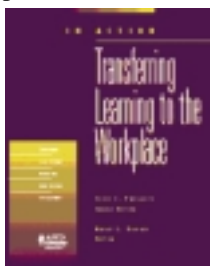
In Action: Transferring Learning to the Workplace; Mary L. Broad, editor. Presents 16 case studies from such private companies as Saturn, Honda, and Texas Instruments and from public agencies. Discusses the rationale, context, and research of transfer of learning. Order code: PHTL. List price: $50, ASTD member price: $34.95
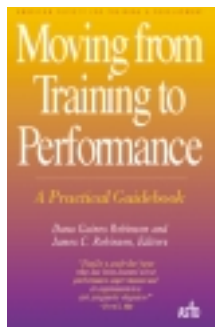
Moving From Training to Performance; Dana Gaines Robinson and James C. Robinson, editors. A practical guidebook for HRD professionals. Describes the theory behind human performance and illustrates how to shift an organization from a training focus to a human performance focus. A model, diagrams, descriptions, and case studies illustrate the implementation, evaluation, and measurement of a performance-based approach. Order code: ROTP. List price: $29.95, ASTD member price: $27.95

The New Basic Training for Trainers. Compilation of 12 *Info-lines* for the beginning and intermediate trainer. Covers numerous topics, including training and learning styles, listening skills, transfer of training, course design and development, cost-benefit analysis, coaching and feedback, and motivation. Order code: IBT1. List price: $75, ASTD member price: $60
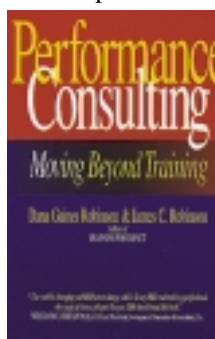
Performance Consulting, by Dana Gaines Robinson and James C. Robinson. Emphasizes the need to shift training focus away from delivery methods to the performance needs of employees. Describes an approach suitable for any organizational setting, industry, or content area. Contains tools, exercises, and a case study that illustrates how to apply the techniques in an organizational setting. Includes a glossary, a list of resources, and an index. Order code: ROPC. List price: $34.95, ASTD member price: $32.95

The Performance Consultant's Fieldbook, by Judith Hale. Shows how to identify why an organization is out of alignment, what interventions will correct those problems, and how to measure consulting success. Equipped with a floppy disk of selected worksheets, this guide features customizable tools that provide consistency and flexibility for modification. Order code: HAPC. List price: $39.95, ASTD member price: $37.95
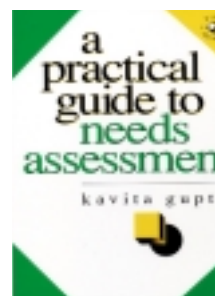
A Practical Guide to Needs Assessment, by Kavita Gupta. Covers preparing and conducting strategic, competency-based, job, task, and training needs assessments, plus other data-gathering tools. Includes a disk of tool kit forms. Order code: GUPG. List price: $39.95, ASTD member price: $37.95

Return-on-Investment in Training and Performance Improvement Programs, by Jack J. Phillips. Presents an ROI model with these steps: collecting data, isolating the effects of training, converting to monetary value, calculating the ROI, and identifying intangible measures. Includes an ongoing hypothetical case study at each step. Order code: PHRI. List price: $35, ASTD member price: $32.95
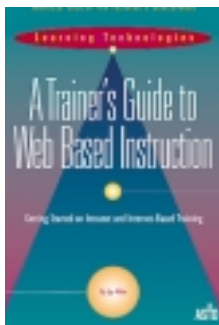
A Trainer's Guide to Web-Based Instruction, by Jay Alden. Presents an overview of preparing and presenting Web-based multimedia training over an intranet or the Internet. Discusses the advantages and disadvantages, visual design, structure, and interactive capability. Includes a glossary. Order code: ALTG. List price: $21.95, ASTD member price: $18.95

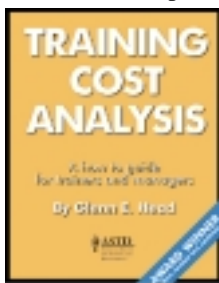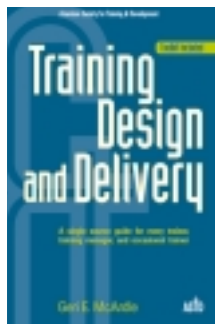*Training Cost Analysis*, by Glenn Head. Helps identify the costs of existing or proposed training programs, and helps justify training expenditures. Provides a step-by-step procedure to review all cost factors. Includes worksheets and a sample case study. Order code: HETC. List price: $30, ASTD member price: $24.95

Training Design and Delivery, by Geri E. McArdle. Provides a guide for designing and developing training modules and programs that range from low-tech to high tech. Presents a six-step model: 1) business justification, 2) analysis, 3) design, 4) development, 5) implementation, and 6) evaluation. Using this model helps a training program address essential issues, such as what content should be included, how content should be delivered, and how the transfer of training can be determined. Includes sample forms and tools for each phase. Order code: MCTD. List price: $28, ASTD member price: $24.95

Web-Based Training, by Margaret Driscoll. The primary focus of this book is to apply the basic principles of adult education and ISD to training programs designed for delivery on the Web. Offering scores of implementation examples from both large and small organizations, the book is filled with practical charts, tables, and checklists. The CD-ROM contains worksheets, document and presentation templates, job aids, and links to the Web. Order code: MDWB. List price: $44.95, ASTD member price: $42.95

2000: A Reader's Odyssey

Here's a partial listing of what we can look forward to from major HRD and general business publishers next year.

Best practices

The Dedicated Workforce, by Jon R. Katzenbach. How is it that one company consistently outperforms its competition year in and year out? According to Katzenbach, it's an emotional commitment to the organization's goals that keeps employees' performance levels at their peak. Drawing on his study of 25 enterprises, Katzenbach identifies these motivational paths: mission, values, and pride; process and metrics; entrepreneurial spirit; individual achievement; and recognition and celebration. They lead corporations to exceed all expectations. ● **HBSP**

The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action, by Jeffrey Pfeffer and Robert I. Sutton. The authors outline the common management practices that act as barriers to turning knowledge into organizational action, and they explain how companies can overcome them. ● **HBSP**

Reinventing Human Services at L.L.Bean: Lessons for Learning and Change, by Deborah Heller. In the mid 1990s, the HR team at L.L. Bean (the Maine-based catalogue retailer) faced a sobering fact: Performance evaluations from their internal customers were less than stellar. The team needed to develop a strategy for providing higher-quality HR service. The author describes the rocky road that the HR team traveled in its quest to improve effectiveness. This compelling, honest account is ideal for any company interested in learning how one HR team met—and surmounted—a major challenge. ● **HBSP**

Serious Play: How the World's Best Companies Simulate to Innovate, by Michael Schrage. In today's digital culture, modeling and prototyping products have become important aspects of developing breakthrough innovation; however, the real value in building models is in the insights they reveal about an organization. *Fortune* columnist Michael Schrage argues that technological models can actually change us—improve the way we communicate, collaborate, and learn. ● **HBSP**

Career development

Career Enhancement and Progression in HRD and Workplace Learning and Performance, by Annabelle Reitman and Caitlin Williams. The authors explain how to capitalize on your past experiences while preparing for professional growth opportunities in the field. The focus is on preparing mid-level and advanced practitioners for enhanced career opportunities. ● **ASTD**

Creating Sacred Space: Reclaiming the Soul of Human Resource Development, by Michael Milano and Diane Ullius. There's more to developing human

potential than advancing organizational objectives. The authors explore the journey toward meaning in a difficult business environment. Creating sacred space is the heart and soul of HRD; it is about the spiritual essence of our work. ● **ASTD**

Consulting on the Inside: An Internal Consultant's Guide to Living and Working Inside Organizations, by Beverly Scott. This book is a guide for trainers making the transition to an internal learning consultation role, but will also be useful for OD or HRD practitioners. It features stories and examples from experienced practitioners and consultants who have overcome internal consulting challenges and includes useful tools, checklists, and other guides. ● **ASTD**

The Lemming Dilemma: Living With Purpose, Leading With Vision, by David Hutchens; illustrated by Bobby Gombert. In this new addition to Pegasus Communications's Learning Fable series, Emmy the Lemming defies the age-old urge to mindlessly leap off of a cliff. Instead, Emmy embarks on a bold adventure of self-discovery, in which she uncovers her unique sense of purpose in life and identifies concrete ways to realize her exciting vision. By virtue of her journey of personal mastery, she becomes an inspiring leader to the rest of the lemming herd. The lesson: The individual practice of personal mastery is the essential first step to building shared vision and alignment in any organization. This engaging story includes a discussion guide on how to apply lessons from the fable to clarify your sense of purpose. ● **HBSP**

The Role of the Analyst and *the Role of the Evaluator* (includes CD-ROM), by William J. Rothwell. These are two self-study job aids, with self-assessments, for professional growth and development and are companion works to *ASTD Models for Workplace Learning and Performance*, a competency study that defines

"Synchronicity: The Inner Path of Leadership, by Joseph Jaworski. Outstanding—I've loaned it to the leaders I work with. I'm a developmental psychologist, so for me, Jaworski's book reads like a journey of human development. He speaks of challenges, strengths, and weaknesses, and working through the processes instead of discussing steps toward effective leadership using the popular bullet points. It was a very refreshing read."*
Lynda Suhrer-Roussel
Quality Management & Improvement
Family Managed Care

the profession and skills needed for an evolving field. ● **ASTD**

Trainer Credibility: Expanding the Role and Influence of Trainers in Organizations, by Robert Rosania. This book shows training professionals how to expand their role to include participating in and influencing the strategic direction of their companies. ● **ASTD**

Change management
Making Change Happen, One Person at a Time, by Charles H. Bishop Jr. A refreshingly different approach to change management, based on a simple premise—that organizational change happens one person at a time and that many change efforts fail because they don't take "personal change capacity"

into account. The book offers a model and tested techniques to measure a person's capacity for change and to structure development programs for people whose talents are important to achieving organizational goals. ● **AMACOM**

Coaching
Executive Coaching With Backbone and Heart, by Mary Beth O'Neill. The author presents readers with a practical model to navigate the coach-client relationship by helping organizational leaders better manage the heavy responsibilities of their special roles. She demonstrates that, by striking a balance between firmness and compassion, coaches can help their executive clients do the same in their organizations. ● **JB**

Conflict resolution
Resolving Conflicts at Work: A Complete Guide for Everyone on the Job, by Kenneth Cloke and Joan Goldsmith. Filled with stories and examples from a variety of workplace settings, this book addresses the work contexts of managers, executives, educators, HRD professionals, counselors, clergy, and every employee in an organization. At the core of the information and tools are the authors' principles for resolving conflict effectively, including embracing and acknowledging emotions. ● **JB**

Creativity
When Sparks Fly: Igniting Creativity in Groups, by Dorothy Leonard and Walter Swap. Most managers assume that gifted people—readily identifiable as "creative types"—offer the quickest route to breakthrough ideas. But Leonard and Swap argue that most innovations spring from well-designed and well-managed group interactions. With examples from companies such as Intel and Hewlett-Packard that have used group situations

to maximize creativity, the authors offer managers proven strategies for igniting the group dynamics that can spark revolutionary ideas. ● **HBSP**

Customer service

Customer Service Training: A Practical Guide, by Nancy Friedman. This book offers training professionals a road map on how to design and develop an effective customer service training program, including what skills frontline customer service staff need and how to make sure their training provides such skills. ● **ASTD**

Emotional intelligence

Promoting Emotional Intelligence in Organizations: Guidelines for HRD Practitioners, by Cary Cherniss, Daniel Goleman, and Mitchell Adler. This book presents 22 guidelines for HRD professionals to help people become more emotionally intelligent, and thus more effective in dealing with others and accomplishing organizational goals. ● **ASTD**

Instructional design

The ASTD Handbook of Training Design and Delivery; George Piskurich, Peter Beckshi, and Brandon Hall, editors. A comprehensive guide to creating and delivering training programs—instructor-led, computer-based, or self-directed. ● **ASTD**

All Learning Is Self-Directed: How Organizations Can Support and Encourage Independent Learning, by Daniel R. Tobin. This book provides what the author calls "a rational approach to independent, self-directed learning—an approach that will help companies and their training groups take maximum advantage of the benefits of ISDL." At the same time, the book offers advice on avoiding common pitfalls that many companies face as they implement ISDL. Each chapter includes a learning assignment that can help readers apply the book's principles. ● **ASTD**

Competency-Based Training Delivery, by Stephen King, Marsha King, and William Rothwell. This is the first book on training delivery based on the 14 competencies identified by the International Board of Standards for Training, Performance, and Instruction. Presents practical strategies for applying the competencies, as well as the results of the au-

thors' research on current use of the competencies by trainers in the field. ● **AMACOM**

Designing Effective Instructional Programs, by Chuck Hodell. This book provides a basic, clearly written set of tools that new and experienced designers can use to develop instructional programs, with step-by-step instructions. ● **ASTD**

Developing Internal Certification Programs, by Tracey Flynn. A practical, easy-to-follow guide to help readers decide whether to set up an internal company certification program. Provides clear instruction on designing and developing a certification program to improve organizational competency, productivity, and retention and to achieve business goals. ● **ASTD**

One-on-One Training: How to Effectively Train One Person at a Time, by Bob Pike, Lynn Solem, and Dave Arch. As trainers become performance troubleshooters, they increasingly have to go straight to the source to investigate problems and suggest solutions. The authors point out that many standard classroom approaches still work in one-on-one settings, and they tell how to apply those

> "I nominate Peter Vaill's *Spirited Leading and Learning: Process Wisdom for a New Age*. Focusing on learning, leading, and spirit, this book is a wonderful read for consultants and HR, OD, or HPT practitioners as it asks them to look at their own assumptions about their craft and how they practice their vocation. It is informative and inspirational, and each person is sure to be changed (at least challenged) by its words."
>
> Jerry Linnins
> Reflection Technologies

techniques to individuals. ● **JB**

Performance-Based Certification: How to Design a Valid, Defensible, and Cost-Effective Program, by Judith Hale. Hale provides two perspectives: corporate, or for-profit, and professional and trade association, or not-for-profit. Readers learn the common mistakes organizations make that add unnecessary costs and can lead to legal action. The enclosed diskette includes customizable job aids for developing certification tests. ● **JB**

Rapid Instructional Design: Learning ID Fast and Right, by George Piskurich. Readers with little or no experience in ISD can use this book to help them design and develop an effective training unit, from analysis to evaluation. The book deals with ID in the workplace, not as adult learning theory, but as a time-critical process for ensuring that performance improvement interventions focus on the needs of employees and organizations. ● **JB**

Trainers in Motion, by Jim Vidakovich. This lively book shows how to create a participant-centered learning environment that engages trainees. The author spent his early career at the Children's Television Workshop. Now, after many years as a corporate trainer, he shares his secrets for transforming any program into a stimulating and productive learning experience. ● **AMACOM**

Training for Tough Topics: A Trainer's Guide, by Liz Winfeld. This practical book gives trainers the tools they need to handle tough human diversity topics, with confidence and results. The key is to focus on facts and behavior rather than beliefs. Each chapter presents a half-day course prepared by leading trainers in that field. Courses include Sexual Harassment Prevention, Spirituality at Work, HIV/AIDS Education, Workplace Violence Prevention, Transgenderism, Disabilities in the Workplace, Sexual Orientation, and Multiculturalism. ● **AMACOM**

Training for Trainers, by Scott Parry. Anyone who designs, develops, delivers, or manages training will find solid advice here. From analyzing needs to measuring effectiveness, Parry tells you everything you need to know, with wit and wisdom. ● **ASTD**

Training the Natural Way, by Barry Lyerly and Cyndi Maxey. This book shows trainers how to use existing resources—their own talents, learners' abilities, and the learning environment—

to increase the transfer of learning and the enjoyment of the trainer and learners. Encourages both to be self-reliant and seek answers for themselves. ● **ASTD**

Turning Training Into Learning, by Sheila Furjanic and Laurie Trotman. This step-by-step guide shows readers how to produce training that sticks, putting trainers in the learners' shoes as they develop and deliver programs. The book is packed with many ready-to-use tools—guides, templates, models, checklists, and so forth—that make it easy for readers to apply the authors' recommendations. ● **AMACOM**

Leadership

Developing Leaders and Leadership Among Frontline Employees. Presents the results of a study conducted by ASTD, the Association for Quality and Participation, and the Center for Creative Leadership. ● **ASTD**

Effective Succession Planning, second edition, by William J. Rothwell. An expanded and updated edition of the 1994 original, this book presents a comprehensive model and process for systematic succession planning. It covers all aspects of succession planning and management (including the differences between them) and includes discussion of such current issues as competencies as a foundation for succession planning, online applications of succession planning, and trends affecting changes in planning. ● **AMACOM**

Fast Forward Leadership: How to Exchange Outmoded Leadership Practices for Forward-Looking Leadership Today, by Louellen Essex and Mitchell Kusy. Offers clear steps in communication, teams, development, performance rewards, and so forth—reinforced with a wealth of examples. Based on the ideas of the Leadership Exchange. ● **Financial Times/Prentice-Hall**

Leading at the Edge: Leadership Lessons From the Limits of Human Endurance—the Extraordinary Saga of Shackleton's Antarctic Expedition, by Dennis N.T. Perkins, with Margaret P. Holtman, Paul R. Kessler, and Catherine McCarthy. The book draws on the amazing survival story of Shackleton and his team of South Pole explorers to reveal the power of effective leadership under conditions of adversity, uncertainty, and constant change. It describes 10 leader-

"Here are two I can't put down: [One is] *Improving Performance*, by Geary A. Rummler and Alan P. Brache. As someone involved in training, instructional design, and human performance technology, I need to better understand how businesses and companies operate, think, and are managed; how these affect the worker in the workplace; and how job performance can be maximized. This helps me put training and instructional design in its proper and rightful perspective.

"And *Intellectual Capital*, by Thomas A. Stewart. Rethinking the balance sheet of a company involves an assessment of its greatest asset—the collective knowledge of that business entity. How better to tap into that knowledge base, how it affects the transfer of training, and how better to design training and learning to keep a company competitive are some of the tools trainers and instructional designers must carry with them in their bag of tricks. Knowing where to find this often hidden and unrealized asset can make training and the ISD process more proactive."
Steve Madsen
Curriculum Developer
National Cable Television Institute

ship strategies and offers stirring examples from the Shackleton story and contemporary business case studies showing the same strategies in a business context. ● **AMACOM**

Solving the Leadership Gap in Organizations, by Steve Yearout and Gerry Miles. A crisis of leadership in organizations is having a huge impact on the role and expectations of the training and development community, say the authors, consultants with PricewaterhouseCoopers. In this book, they identify several underlying causes of the leadership challenge; offer strategies, tools, and techniques for treating the cause; and discuss the important role that training and HRD professionals can play in solving the crisis. ● **ASTD**

Strategic Leadership Development, by Robert M. Fulmer and Marshall Goldsmith. Based on substantial research, including a global study sponsored by ASTD and APQC, this book identifies and describes best practices in leadership development, with profiles of these exemplary companies: Arthur Andersen, GE, Hewlett-Packard, Johnson & Johnson, Shell International, and The World Bank. It emphasizes leadership development as a strategic necessity, not a luxury, and offers a five-step LD model. ● **AMACOM**

What Leaders at All Levels Need to Know: A Trainer's Guidebook, by Anne Bruce. This book provides readers with the necessary tools to build a strong leadership development program in any organization. The chapters cover succession planning, strategic planning, coaching, and team leadership, and provide readers with practical guidelines and tools for developing an effective leadership development curriculum. ● **ASTD**

Performance improvement

The 2000 ASTD Training and Performance Yearbook; John A. Woods and James W. Cortada, editors. Much of the current thinking and latest in performance improvement innovations has been compiled in a single volume for easy reference. Includes articles, references, associations, Websites, and more. ● **ASTD**

The ASTD Reference Guide to Workplace Learning and Performance: Pre-

sent and Future Roles and Competencies, by William J. Rothwell and Henry Sredl. Helps readers develop competencies for a changing work environment. Based on *ASTD Models for Workplace Learning and Performance*. ● **ASTD**

Effective Competency Modeling & Reporting to Improve Organizational Performance, by Kenneth Carlton Cooper. Shows how to design and implement a comprehensive CMAR (competency modeling, assessment, and reporting) process. This step-by-step guide helps management define core competencies—the critical first step—and move to a system that creates competency models, measures their effectiveness, and produces reports that can be used for employee development and HR planning. ● **AMACOM**

Eliminating Internal Turf Wars: One Organization, One Performance Improvement Process, by Tom LaBonte. This book demonstrates how to integrate often competing HPI functions within an organization—human resources, training, quality, organizational development, information systems, and knowledge management—into a single process that supports the business goals of all internal clients. ● **ASTD**

Improving Human Performance: Building Practitioner Competence, by William J. Rothwell, C. Hohne, and S. King. A practical guide to improving practitioners' skills. A companion to *ASTD Models for Human Performance Improvement*. ● **ASTD**

Measuring and Evaluating Performance Improvement Interventions, by Salvatore Fallatta and Wendy Combs. This book offers a unique way of looking at evaluating performance improvement interventions, by linking the intervention to an analysis of the business context, strategic partnering, and collaboration with stakeholders and by asking precisely targeted evaluation questions. Features the elements of what the authors call the "functional approach to evaluation." ● **ASTD**

Project management

Project Management for Trainers, by Lou Russell. This book provides techniques and practical applications to help training

Info burp For a complete list of all of the books reviewed in *T&D* in the past 12 months, see the 1999 Subject Index on page 90 of this issue.

"Reclaiming Higher Ground: Creating Organizations That Inspire the Soul, by Lance H. Secretan. Acknowledging that companies are developed to make money, Secretan stresses that profit isn't their sole function: They also have responsibilities to workers. It's...a higher ground built on trust and integrity. Secretan challenges ideas about business with unique concepts that are practical and that work. He offers solutions and personal checklists for readers to monitor their progress in reclaiming the higher ground that will make their lives [at work and at home] whole again."*

Jane Haubrich-Casperson
Director of Corporate Learning
Benedictine Health System

and HRD professionals better organize and control the time, cost, quality, and scope of training projects. ● **ASTD**

Return-on-investment

Human Capital ROI, by Jac Fitz-enz. Describes a methodology for measuring how the human element contributes to corporate profit. Shows readers how to measure the ROI of human capital on these levels: corporate, process, and people management. The book is full of quantitative metrics and scorecards that monitor human value, showing how to describe and predict the costs and productivity of workers. ● **AMACOM**

Teams

Self-Directed Work Teams: The Trainer's Role in a Successful Transition, by Ed Rose.

Organizations at any stage in the transition to self-directed work teams will find value in this book's practical, how-to approach. For those just starting the journey, the book offers clearly written basic information about teams, along with strategies for team selection and best practices. For those actively involved in the transition, the book serves as an implementation blueprint. Includes a tool kit of games, exercises, and activities and a sample rewards and recognition program to keep self-directed work teams on track and motivated. ● **ASTD**

Rewarding Teams: Lessons From the Trenches, by Glenn Parker, Jerry McAdams, and David Zielinksi. Identifies the three most important types of team-based reward programs and shows how real-world companies are using them to inspire and reward teamwork creatively. The authors describe in detail the design and implementation of those programs and share each organization's struggles and successes along the way. ● **JB**

Technology-assisted learning

The ASTD Distance Learning Yearbook; Karen Mantyla, editor. The best-of-the-best articles and information, summarizing the state of the distance learning field. ● **ASTD**

How to Develop Web-Based Training: A Step-by-Step Guide, by David Stone and Connie Koskinen. This third book in the Learning Technology Series is a guide to building a successful Web-based training program. It includes easy-to-read, user-friendly advice; real-life examples; practical tips; and useful checklists. ● **ASTD**

ROI for Web-Based Training, by Anne Derryberry and Ellen Wagner. This fourth book in the Learning Technology Series is a primer for training, HRD, and executive staff charged with making the business case for WBT. Leads readers through basic finance and accounting approaches for conducting a business-return analysis for WBT. Includes practical examples, case studies, worksheets, and other aids to help readers do their own WBT analysis. ● **ASTD**

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