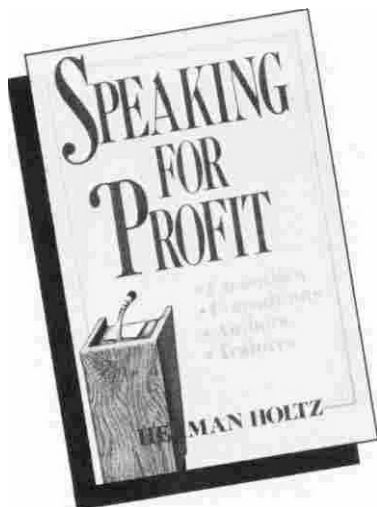


Books



Thrusting Yourself into the Public Eye

Speaking for Profit: For Executives, Consultants, Authors, and Trainers, by Herman Holtz

Can you speak like a pro in front of a crowd? How would you feel about pulling in \$2,000 to \$20,000 a night for talking about your life, your job, your opinions? Public speaking is a highly lucrative field for those who are willing to invest time and effort into polishing and marketing their skills. *Speaking for Profit* tells how to break into public speaking and make it pay off.

According to author Herman Holtz, you don't have to have a lot of natural talent to speak in front of a crowd. But there are a few musts:

- You must have something to say—something that's worth the listeners' time. People will pay to learn about anything from using a word processor, to giving up smoking, to building a career out of a dead-end job.

- You must understand the how-tos of professional speaking. This book tells how to get a speaking engagement, find an agent, charge for your services, market yourself, manage

stress and nervousness, organize your thoughts, and involve your audience using body language and audiovisuals.

- You must have a contagious sense of enthusiasm, optimism, sincerity, and integrity—balanced with interesting content and professional presentation. When the audience is clamoring to hear you again, you've got it.

To paraphrase from Shakespeare's *Twelfth Night*, "some are born to prominence, some achieve it, and some have it thrust upon them." Few come to true fame strictly as a result of platform appearances, says Holtz, a vendor of famous and soon-to-be-famous speakers. But for those who already have some public recognition, "performance on the platform can extend, prolong, and enhance that public image."

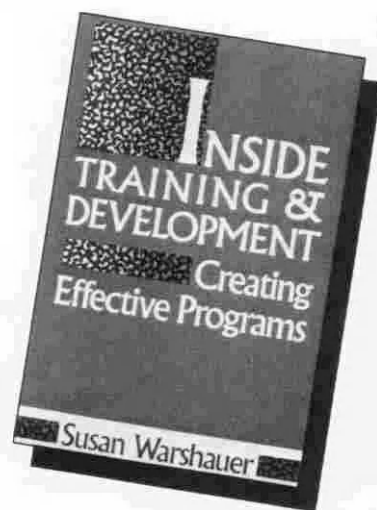
The four parts of *Speaking for Profit* are "The Profits in Public Speaking," "Creating the Professional Speech," "The Business of Speaking," and "Marketing." Writing in a conversational tone, Holtz walks the reader through the steps of public speaking. Checklists, examples, tips and techniques, and reference lists of contacts, lecture bureaus, and organizations will aid the new or experienced public speaker.

Inspired Excellence

Inside Training & Development: Creating Effective Programs, by Susan Warshauer

U.S. organizations spend approximately \$30 billion a year on formal employee training programs and nearly \$180 billion a year on informal training and coaching, says ASTD's Tony Carnevale in *Inside Training & Development*. What is the impetus for the myriad companies who are recognizing and addressing the need for training? Author Susan Warshauer points to

competitive global pressures, perceived threats of unionization, increased viability and credibility within the HRD field, and employees who are better informed of—and more assertive about asking for—the benefits afforded by training.



Inside Training & Development is based on the premise that good training evolves from experience. "Experience provides exposure to techniques, ideas, and styles; it also builds self-confidence and effectiveness." Intended as a resource for those working in the field, particularly in small, new, or recently reduced training functions, the author hopes the book also will serve as "a stimulus for self-reflection," review, and discussion among trainers in evaluating and revamping current efforts.

In interviews for this book, many trainers said they were not aware of following any identifiable, logical sequence in designing their programs. Yet when probed, many did reveal preferred methods, issues, guidelines, recommendations, cautions, and warnings. "Trainers are sometimes paralyzed by the belief that they need to create something entirely novel for the design of a workshop to be worthwhile,"

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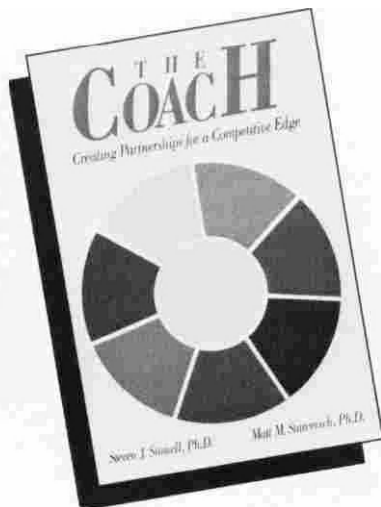
Warshauer writes. She highlights K.T. Abella's defense of inspiration as the first ingredient in effective training: "Excellence in training programs is the result of a dash of inspiration up front and a lot of organization, thoroughness, and attention to details in bringing the inspiration to its final form."

Warshauer follows up with a well-researched overview of the essential skills needed and the major issues and concerns in training today. She balances theory with practical examples, applications, diagrams, and suggestions from numerous well-known training experts and organizations.

This book is geared toward increasing the reader's political and functional awareness of the implications of certain training choices. Nine well-outlined chapters explore the process of developing a training function via assessing needs; customizing sessions; choosing, using, and evaluating various methods; increasing transfer of learning; administering and marketing programs; and developing as a professional.

Warshauer emphasizes the importance of knowing as much as possible about an organization and its major players and the importance of understanding the true meaning and value of training in making informed, thoughtful training decisions based on strategies geared toward the organization's mission and goals.

Warshauer is the manager of training and development programs at the Massachusetts Institute of Technology. She holds a Ph.D. in social psychology.



A Model of Supportiveness

The Coach: Creating Partnerships for a Competitive Edge, by Steven J. Stowell and Matt M. Starcevich

Today's competitive business environment calls for quality, service, and organizational effectiveness, as well as leaders who think, feel, and act like responsible business partners and who know how to inspire employee commitment and motivation. *The Coach* is a how-to book that describes the coaching process and the skills, behaviors, courage, and values that leaders need. According to the authors, "the goal of the coaching process is to create *durable* partnerships that can easily withstand the stress and agonies of problem solving and the joys and benefits of positive and motivational coaching."

The book revolves around an eight-step coaching process used by successful leaders:

- be supportive;
- define the topic and needs;
- establish impact;
- initiate a plan;
- get a commitment;
- confront excuses or resistance;

■ clarify consequences but don't punish;

■ don't give up.

One chapter emphasizes the importance of leader-employee partnerships. An extensive case study in Chapter 2 illustrates the coaching process in action. Subsequent chapters outline preparation techniques, supportive skills, potential problems, and achieving the right mental attitude for successful communication. Numerous tips and insights instruct the reader on how to make coaching situations more effective.

Authors Stowell and Starcevich emphasize that *the* most important factor in the process is support: "Supportiveness is not an option when it comes to coaching." The leaders they studied in preparation for *The Coach* were found to spend half their time and attention expressing some type of supportive message to employees.

Handwritten margin notes that stand out like yellow stick-up notes on a desk may help leaders convey a supportive attitude to employees: "Keep the exchange positive. State issues in a gentle, non-aggressive, non-threatening way. Be patient!" Other margin truisms may trigger greater personal understanding and motivation for the leaders themselves: "Support is a decision, not an emotional exchange"; "Great leaders try to understand before they expect to be understood"; "The effective leader has the ability to be firm and fair, to push at the right time, and yet be flexible at the appropriate moment."

Some parts of *The Coach* seem somewhat basic and overwritten, yet the authors' ultimate point often is subtle and compelling. For instance, they write that the key to effectively managing and presenting information to employees is deceptively simple. Instead of saying to the employee, "Why are you always late for work?", the leader should merely name and describe the employee's actions, such as, "I noticed that you

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are checking in at 8:20." Then it becomes the employee's responsibility to respond to the statement and begin the interaction with the employer.

For leaders who take the psychology of leadership seriously and are looking for personal and transferable inspiration, the advice and tips in this book are valuable. Helpful reading and retention aids include graphs, flow charts, and easy-to-remember acronyms, such as "SDN"—be specific, descriptive, and nonpunishing—and "ART"—be assertive, realistic, and trust in the process.

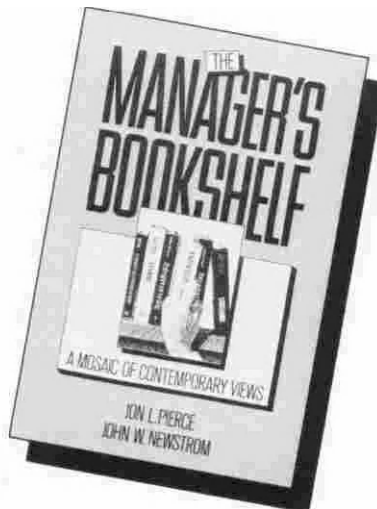
The authors are the founders of the Center for Management and Organization Effectiveness. They conduct numerous workshops and leadership seminars on the topic of coaching and work as consultants with *Fortune*-500 companies, government agencies, and schools.

Bestselling Bits and Bytes

The Manager's Bookshelf: A Mosaic of Contemporary Views, by Jon L. Pierce and John W. Newstrom

The tendency to try to heal organizational woes with quick fixes—from management by objective, to flextime, to job enrichment—has produced a plethora of popular management books. Some are packed with useful tips and techniques; others come across as so much intellectual wheezing or jargon-filled psychobabble.

If you're a busy manager or a student of management, do yourself a favor—*make* time to read this gem of a book. *The Manager's Bookshelf* is truly a mosaic of contemporary views, with excerpts from more than 30 recently popular management books. Authors Pierce and



Newstrom present insights into many aspects of organizational management by diverse management writers, from Blanchard and Toffler to Naisbitt and Drucker.

Some of the bestseller material is taken from original chapters, synopses, or articles by the authors themselves; some is a condensed or summarized version by a panel of reviewers. Criteria for selection into the book included sales, provocativeness, distinctiveness, representativeness, and author reputation.

A concise summary of 13 HRD topics prefaces each related 10- to 15-page chapter. Topics include high-performing organizations, corporate culture and strategy, understanding and motivating employees, entrepreneurship, nontraditional management approaches, management and leadership models, environmental trends, organizational change, and new business books. The writing is interesting and flows smoothly. The authors state their goal as "to provide you with some useful insights, stimulate your thinking, and spark some dialogue with your colleagues about the management of today's organizations."

They have done a fine job of organizing and polishing the disparate selections while refraining

from judging the merits of the individual articles and methods. They leave it to the reader to decide which are useful, and which come across as so much "intellectual wallpaper" or reek of "business pornography."

Pierce is a professor of management and organization, and Newstrom is a professor of human resource management, both in the School of Business and Economics at the University of Minnesota-Duluth.

Speaking for Profit: For Executives, Consultants, Authors, and Trainers. 294 pp. New York: John Wiley & Sons. \$14.95.

Circle No. 180 on Reader Service Card.

Inside Training & Development: Creating Effective Programs. 163 pp. San Diego: University Associates, Inc. \$18.95 paperback; \$24.95 hardback.

Circle No. 181 on Reader Service Card.

The Coach: Creating Partnerships for a Competitive Edge. 199 pp. Salt Lake City: The Center for Management and Organization Effectiveness. \$19.95.

Circle No. 182 on Reader Service Card.

The Manager's Bookshelf: A Mosaic of Contemporary Views. 349 pp. New York: Harper & Row, Publishers, Inc., \$20.50.

Circle No. 183 on Reader Service Card.