

CLAMPERS 1, Business 0

Keeping the Best and Other Thoughts on Building a Super Competitive Workforce, by

Martin Yate.

The days when corporate loyalty was proudly displayed by 15-, 20-, or even 30-year veterans have all but disappeared. Today's employee is much more inclined to move on to bigger and better things if he or she doesn't believe the company recognizes his or her contribution. Of course, when employees leave, they take valuable knowledge with them, and the company's investment in them is lost.

In *Keeping the Best*, Martin Yate points out that the most important resource an organization has is its employees. If the employees are unsatisfied, the company cannot possibly be prepared to serve its customers fully.

"No longer can the management of human resources be relegated to the status of a 'support function' assigned to a few lonely staffers. Rather, managing human resources must become the most important strategic function of every manager in the organization, a long-term, integral consideration behind every action a manager takes. This is the only way we can build a super competitive workforce: the workforce we need to stay in the game in the last decade of the 20th century."

Keeping the Best presents a philosophy for managing employees. It is based on three principles that Yate contends enable a company to maintain the employee relations needed to keep top-quality employees on the payroll.

To keep the "cream of the crop" and sustain a strong, competitive workforce, management must believe that

- The most valuable capital is human capital; the most powerful technology is people.
- A manager's success depends on his or her ability to empower others to achieve his or her goals.
- Great work occurs only when workers and their managers share each other's visions of the present and the future.

Yate also explains some of the key reasons why many employees leave their companies. He uses the mnemonic CLAMPERS to define the eight key areas of employee dissatisfaction: Challenge and communication, Location, Advancement, Money, Prestige or pride, Equal treatment for equal competence, Respect and Recognition, and Security.

While a company certainly cannot keep every employee it acquires, Yate suggests ways management can work closely with employees, providing a conducive climate for job enrichment as well as motivation to stay and contribute to the company's success.

"But we don't just want our employees to be 'satisfied enough' with our policies to keep them from abandoning us. We want them to take the action necessary to perform at a spectacular level! We want wholehearted commitment, enthusiasm, and, yes, devotion, and we want it all day long, every working day."

Yate discusses some of the ways in which a company can motivate its employees. These include sharing the corporate vision with employees, premotivating new workers through employee orientations, recognizing individual achievements, promoting leadership opportunities, and providing job enrichment through proper training.

"Motivation . . . seems to depend on the individual attitudes of each of the team members. They need to feel some sense of self-determination, that they have a modicum of control over their professional lives and destinies.

"Motivated workers tend to have a handle on the perceived value of the work they are each doing, as it relates to their organization and as it relates to the world we all live in."

Martin Yate is a syndicated feature writer and a lecturer on employment and management topics.

Keeping the Best and Other Thoughts on Building a Super Competitive Workforce. 241 pp. Holbrook, MA: **Bob Adams Inc.**, 617/767-8100, \$19.95.
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Get Set, Go

Implementing Total Quality Management: Competing in the 1990s, by Joseph R. Jablonski.

Total Quality Management (TQM) is a cooperative form of doing business. It relies on the talents and capabilities of both labor and management to improve quality and productivity continually through the use of teams.

Simple enough, right? Wrong. While many books today define and explain total quality, few offer the information needed to actually plan, design, and implement a TQM system in a manufacturing or service industry.

Implementing Total Quality Management not only clearly defines the TQM concept but presents a detailed, phased implementation plan for developing and sustaining work teams within manufacturing and service organizations.

Jablonski contends that by using this five-phase system to implement his six principles of TQM, any organization can achieve total quality.

"Phase 0 is Preparation. Here, the key executives develop the organization's vision statement, set corporate goals, and draft policy in direct support of the corporate strategic plan. It concludes with a commitment of resources necessary to plan the implementation of TQM.

"The beginning of Phase 1, Planning, lays the foundation for the process of change within the organization. Phase 2, Assessment, involves the exchange of information necessary to support the preparation, planning, implementation, and diversification phases. Phase 3 is implementation. Here, the investments made during the previous phases pay off.

"The final phase, Phase 4, is diversification. At this point, with newly acquired experience, other parts of the organization should be invited to participate."

Jablonski also incorporates valuable advice on how to deal with problem issues and errors that inevitably occur throughout the process. Some of the problems that arise because of a resistance to change include lack of management

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commitment or belief in TQM, lack of resources, and lack of continuity in leadership. He also devotes an entire section to the application and examination processes of the Malcolm Baldrige National Quality Award competition.

"The philosophy of Total Quality Management allows us to breach the traditional barriers that restrain executives and managers from utilizing the tremendous potential stored in each and every one of their people," Jablonski says.

Jablonski is president of Technical Management Consortium and an independent trainer and consultant.

Implementing Total Quality Management: Competing in the 1990s. 154 pp. Albuquerque, NM: **Technical Management Consortium**, 800/873-2363, \$17.95.
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And Furthermore . . .

Service Within: Solving the Middle Management Leadership Crisis, by Karl Albrecht.

"If you're not serving the customer, your job is to serve someone who is."

Following up on *At America's Service*, Karl Albrecht continues to define and examine the importance of the "Total Quality Service" change management process in his new book, *Service Within*.

"Service management is a total organizational approach that makes quality of service, as perceived by the customer, the number one driving force for the operation of the business," Albrecht says.

He explains several key components of service management:

- It is a total organizational approach that affects everyone from the chief executive to the lowest ranking person at the front line.
- It focuses on quality of service as the hallmark of success. In other words, if quality is there, profits will be too.
- Service management recognizes no other standard for quality than that perceived by the customer. This means you must understand what the customer considers quality to be, how he or she values it, and how the service you provide

stacks up against these criteria.

■ Quality of service is recognized as the main driving force for the operations so that it has either a direct or indirect effect on every-one's job.

But this book is not all service theory. Albrecht outlines a procedural approach for increasing cooperation and productivity between departments, so the entire organization can work more efficiently to support its business strategy. He also discusses how service quality measurement systems can reinforce the interdepartmental relationships that are crucial to completing the organizational transition to quality service.

"You must make service quality measurement and feedback a basic part of life, and make sure the information it produces is available to and understood by everybody working there. The ultimate objective is, of course, to make sure the organizational systems work for service quality rather than against it. The basic concepts that underlie the very design of service systems must reflect the mission, direction, and philosophy set for your group.

"If you know clearly who your customers are and what contribution you must make to help them accomplish their missions, then you can generally tell when your systems are lined up properly to support your purposes."

Service Within: Solving the Middle Management Leadership Crisis. 203 pp. Homewood, IL: **Dow Jones-Irwin**, 800/634-3966, \$24.95.

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Teamwork Thrives

Self-Directed Work Teams: The New American Challenge, by Jack D. Orsburn, Linda Moran, Ed Musselwhite, and John H. Zenger.

This book provides a practical "what, why, and how" approach for understanding and implementing self-directed work teams.

Work teams have been touted as one of the best ways to motivate line employees, improve job performance, and reduce layers of corporate bureaucracy. *Self-Directed Work Teams* is written by four

authors who have extensive experience in working with teams. They describe how to boost productivity, improve quality, and thrive on competition.

"Self-directed work teams improve productivity because deep employee involvement builds intense commitment to corporate success. When teams assume more operational responsibility, they develop an affinity for the technical nuances of their work. As a result, it becomes a matter of professional pride with them to seek and act on opportunities for quality improvement."

The book is divided into three parts. Part 1 defines the term "self-directed work team" and outlines the organizational requirements necessary for successful formation of work teams through a five-stage implementation process.

The requirements for success include

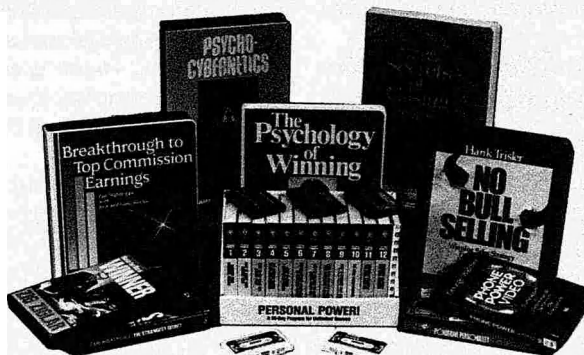
- top-level commitment
- management/employee trust
- willingness to take risks and share information
- enough time and resources
- commitment to training
- operations conducive to work teams
- union participation
- access to help.

Part 2 highlights special-case work team issues such as white-collar work teams, relationships with unions, and compensation systems. Part 3 details the 19 tools and techniques the authors recommend using to achieve successful, fully self-directed work teams.

"The engine that drives the transition is ongoing training in the three skill areas—technical, administrative, and interpersonal. Not only does training give team members the operational know-how they need to turn out a finished product or service, it also helps them to cope with the five transition stages in their progress toward mature self-direction."

Jack Orsburn is president of the Orsburn Team Workers Inc. Linda Moran (senior work-team consultant and project manager), Ed Musselwhite (executive vice-president), and John Zenger (president)

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are with Zenger-Miller.

Self-Directed Work Teams: The New American Challenge. 353 pp. Homewood, IL: **Dow Jones-Irwin**, 800/634-3966, \$34.95.
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Does Your Organization Have a Learning Disability?

The Fifth Discipline: The Art and Practice of the Learning Organization, Peter M. Senge.

In contrast to the book described above, Peter Senge's latest book, *The Fifth Discipline*, not only disagrees with the concept of work teams, but compares them to organizational learning disabilities. According to Senge, work teams promote "skilled incompetence," because people in groups grow incredibly efficient at keeping themselves from learning.

Instead, the author supports the theory that all companies should be learning organizations and explains what application of the five disciplines of learning can achieve.

"Learning organizations are where people continually expand their capacity to create results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together."

According to Senge, a shared vision, personal mastery, strong mental models, group (team) learning, and systems thinking are the five disciplines an organization must promote to rid itself of "learning disabilities" such as learning from past experiences and fixing on events rather than gradual processes that affect the organization.

"Each has to do with how we think, what we truly want, and how we interact and learn with one another. In this sense, they are more like artistic disciplines than traditional management disciplines."

Throughout the book, Senge shows how to integrate the disciplines through systems thinking to fuse them into a coherent body of theory and practice.

"I call systems thinking the fifth discipline because it is the conceptual cornerstone that underlies all of the five learning disciplines. All are concerned with a shift of mind from seeing parts to seeing wholes, from seeing people as helpless reactors to seeing them as active participants in shaping their reality, from reacting to the present to creating the future.

"Without systems thinking, there is neither the incentive nor the means to integrate the learning disciplines once they have come into practice. As the fifth discipline, systems thinking is the cornerstone of how learning organizations think about their world."

Peter Senge is director of the Systems Thinking and Organizational Learning Program at MIT's Sloan School of Management and founding partner of Innovation Associates in Framingham, Massachusetts.

The Fifth Discipline: The Art and Practice of the Learning Organization. 424 pp. New York, NY: **Doubleday**, 212/492-9786, \$19.95.
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Women Lead the Way

The Female Advantage: Women's Ways of Leadership, by Sally Helgesen.

Until recently, everything we've learned about leadership has been from studies of male leaders. The unique traits of female managers were not addressed because they were considered barriers to success in the workplace.

In her book, *The Female Advantage*, Sally Helgesen reveals these management tactics to be strengths all executives should adopt.

Through direct observation and documentation of the management styles of four powerful women, she has created "diary studies" and profiles that explore how women leaders make decisions and structure their companies to create extremely successful, competitive corporate environments.

Helgesen chose this approach to allow comparison of her work to Henry Mintzberg's classic study of five male executives.

One of the most notable differences between male and female management styles, says Helgesen, is that of organizational structure. Helgesen notes that men care more about hierarchy and status in the workplace.

"Women-led organizations are webs of inclusion in which jobs overlap and unique forms of information-sharing draw people closer to the center," she says.

Another difference, she says, is that "Women believe strongly in the value of voice as the true task of imaginative leadership; men in the value of vision.

"Vision involves stepping back and analyzing a situation. Women, by contrast, care more about persuading, cheering on, communicating. A vision separates a leader from others; finding one's voice brings you closer to your listeners."

Helgesen concludes that women may be the Japanese of the 1990s. "What business needs now is exactly what women are able to provide, and at exactly the time when women are surging onto the workforce. And as the economy changes, female managers—and men who incorporate these female principles into their management styles—will have the 'female advantage' in the 1990s."

Sally Helgesen is a journalist whose work has appeared in national magazines and newspapers.

The Female Advantage: Women's Ways of Leadership. 263 pp. New York, NY: **Doubleday**, 212/492-9787, \$19.95.

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Management, Heal Thyself

Appreciative Management and Leadership: The Power of Positive Thought and Action in Organizations, by Suresh Srivastva, David L. Cooperrider, and associates.

Faced with unpredictable demands and a workforce of great diversity, we may find that a new perception of the world will be our greatest aid in meeting the challenges of the 21st century. So say the authors of *Appreciative*

Management and Leadership.

The book includes 14 thought-provoking essays that offer a new perspective on organizational management and show how executives can develop, nurture, and introduce high human values into organizational life.

"The broadest topics that organizational leaders are being encouraged to inject into their organizations are mission and vision. What we have not been paying enough attention to is the inner side—the personal qualities that make it possible for an individual to engage in these actions called purposing. It makes no sense to talk about a leader inspiring an organization if the leader's own spiritual condition and spiritual development are not also considered."

The essays represent a culmination of the works presented at a symposium held in 1988. They are categorized into three specific areas:

- foundations of appreciative knowing
- processes of appreciative interchange
- processes of appreciative action.

The first category's essays focus on appreciative knowing as a distinct experience and cognitive process: a way of knowing and perceiving the present that generates visions of the possible.

Part Two focuses on postmodern society's generation of new integrative languages, processes, and methods for rediscovering our common humanity to broaden our concepts of relatedness and trans-organizational action. Part Three discusses ways to improve our cooperative capacities.

Suresh Srivastva is professor of organizational behavior at the Weatherhead School of Management, Case Western Reserve University. David L. Cooperrider is assistant professor of organizational behavior at the same university.

Appreciative Management and Leadership: The Power of Positive Thought and Action in Organizations. 448 pp. San Francisco, CA:

Jossey-Bass Publishers,
415/433-1767, \$35.95.

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Full Speed Ahead

Forging the Productivity Partnership: The Path-Breaking Blueprint For a High-Performance, Lightning-Reflex, Smooth-Running Business Force, by

William Sandy.

"Frustration is as endemic in corporate America today as the com-

mon cold," says author William Sandy. One reason is that "companies that wouldn't dream of operating without a business plan often neglect its major component—the people who have to execute it."

Forging the Productivity Partnership offers insights and detailed guidelines for managers who recognize the vast untapped people

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potential in their organizations.

Sandy focuses on techniques companies can use to create "the people advantage"—to boost morale, instill commitment, and achieve greater productivity.

Part One discusses how to give customers more of what they want by understanding the challenges in today's marketplace, scaling your thinking to the magnitude of the problems, and constructing a framework for action that also allows for employee empowerment and leadership roles. Part Two helps guide your company's efforts for building organizational successes around individual successes. Part Three focuses on creating a self-sustaining partnership for productivity by developing effective teams, tracking and measuring their performance, and seizing success by learning from past performance.

This book tells how to develop the "profit abilities" that make a difference in business, shows how to ensure that each facet of the busi-

ness has a built-in focus on the customer, and describes how to make productivity improvement an integral part of business planning.

"The unique perspective is that it sweeps across a range of considerations that many managers tend to think about separately. This will help in dealing with business strategy, human resource development, training, communications, information systems, motivation, and recognition together so that their full powers are applied seamlessly, in ways that reinforce rather than contradict."

William Sandy is founder, chairman, and CEO of Sandy Corporation.

Forging the Productivity Partnership: The Path-Breaking Blueprint For a High-Performance, Lightning-Reflex, Smooth-Running Business Force. 224 pp. New York, NY: **McGraw-Hill Publishing Company**, 212/337-5945, \$19.95. **Circle 187** on reader service card.

Tool of the Trade

Strategic Human Resource Development, by William J. Rothwell and H.C. Kazanas.

Strategic Human Resource Development provides some of the most comprehensive coverage available on strategic planning for human resource development. The book provides everything from basic information about the HRD field to a sophisticated treatment of planning for the long-term learning needs of a corporate workforce. Some of the topics covered:

- 12 ways to link strategic business plans and HRD activities
- a model of strategic planning for HRD that can be applied to many corporate cultures
- methods for scanning environments inside and outside an organization to anticipate employees' future instructional needs
- case studies, checklists, and worksheets to use alone or when implementing any of the strategic



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Rothwell is management development director for Franklin Life Insurance Company in Springfield, Illinois. Kazanas is professor of education at the College of Education at the University of Illinois, Champaign.

Strategic Human Resource Development, 563 pp. Englewood Cliffs, NJ: **Prentice-Hall**, 201/592-2000. This book is available through

ASTD Press. Order Code: ROSH. \$43 for ASTD national members; \$45 for nonmembers. **Circle 188 on reader service card.**

Additional Reading

Help Wanted: How Companies Can Survive and Thrive in the Coming Worker Shortage, by Kevin R. Hopkins, Susan L. Nestleroth, and Clint Bolick. 235 pp. New York, NY: **McGraw-Hill**, 212/337-5945, \$19.95.

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Why This Horse Won't Drink: How To Win—and Keep—Employee Commitment, by Ken Matejka. 206 pp. New York, NY: **AMACOM**, 212/903-8087, \$21.95.

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The Communicating Manager: A Guide To Working Effectively With People, by Mike Dutfeld and Chris

Eling. 229 pp. Shaftesbury, Dorset SP7 8BP, England: **Element Books Ltd.**, (0747) 51448, 8.95 British pounds.

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The Handbook of Human Resource Development, 2d edition, edited by Leonard and Zeace Nadler. 830 pp. New York, NY: **John Wiley & Sons, Inc.**, 212/850-6000, \$75.

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How Will You Keep Your Employees Motivated During These Difficult Times?

With the economy slowing, right now is when you need to be most concerned about employee morale. In his latest book, *KEEPING THE BEST AND OTHER THOUGHTS ON BUILDING A SUPER COMPETITIVE WORKFORCE*, noted business author Martin Yate shows managers the best ways to create a strong corporate culture so that your entire workforce will pull together in the same direction—in good times and bad.

Yate reveals practical ideas that managers at all levels can use today to instill a "can-do" spirit and gain the strongest possible contribution from every employee. He shows you how to develop and communicate a vision that will truly inspire workers; how you can turn under-achievers into solid performers; how to reward top performers even when there's no room for promotions or raises; how to become a manager that knows how to listen and delegate; how to master the seemingly "little" details that make a big difference in managing people.

For today's uncertain business climate, Yate's insightful work offers managers the important techniques they must learn to fire up their most potent competitive weapon—dedicated employees.

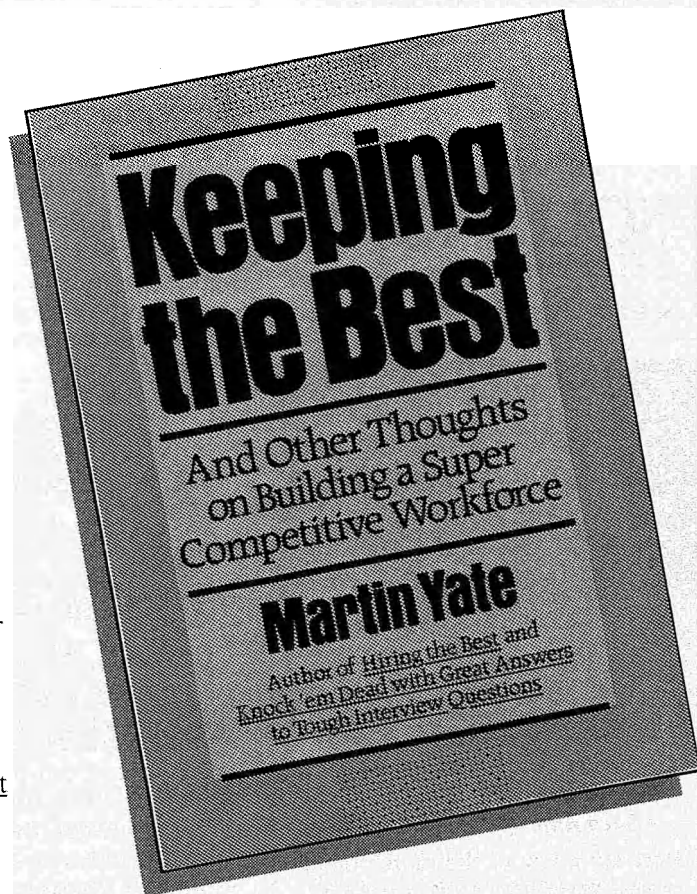
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"Excellent; full of practical, down-to-earth techniques."
Mark Iorio, Manager, Headquarters Human Resources, Honeywell-Bull

"An excellent manual for managers searching for a way to make their workgroup more humane and productive--while holding on to those precious people who bring excellence to their companies."
Kenneth Blanchard, Ph.D., co-author *THE ONE MINUTE MANAGER*

"The only businessperson who won't benefit immediately from reading KEEPING THE BEST is the owner of a one-person business who wants to stay that way."
Craig S. Rice, former President, Royal Crown Cola, Ltd., Canada

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