

Guest Review

Starting this month, the Books column will include a review by David Wigglesworth of a major current book in the human resource field, as well as selected short reviews. His emphasis will be on training and the perceived value of the books in relation to trainers' needs. Where possible, the books reviewed will be in keeping with the theme of the *Journal* that month. The views expressed are that of the reviewer and should not be construed as representative of ASTD.

Adams, John D. (1984). (Ed.). *Transforming Work: A Collection of Organizational Transformation Readings*. Alexandria, VA: Miles River Press. 278 pp. \$16.50, paperback.

The stellarscopes of OD practitioners seem to be exploring the new firmaments focusing on new paradigms that preempt, subsume or co-opt our individual and collective pre/post-natal belief systems. Those of us in the broad human resource development spectrum of training and management/organization development need to be alert to the comets, meteorites and intergalactic implications of what is being called OT (organizational transformation) for clearly it may well become a new item on the menu of Douglas Adams' "Restaurant at the End of the Universe."

Thus, in keeping with the organization development theme of this issue, I thought it might be fruitful to focus our personal scopes on looking at the "what is out there" that is being called organizational transformation.

Two fundamental books on OT have appeared in the past year. One of these is Harrison Owen's *Open Space, an Introduction to the Theory and Practice of Organization Transformation* (from the author at 8225 Stone Trail, Bethesda, MD 20817), a highly personal and somewhat mystical exploration of key themes and issues in OT.

The other is Adams' collection of perceptive essays.

In this introductory primer on OT the editor has been quick to define terms, to provide new frames of reference for OT's development, and to select a representative sampling of cutting-edge thought in OT. The list of contributors is impressive, even though their geographical representation is somewhat polarized to the east and west coasts. One third of the contributors are from California, another third from the Washington, D.C. area, with the remaining third from the North Atlantic region.

As Adams indicates in his preface, OT is by no means a "clear-cut discipline or set of techniques" and "is still in the early stages of emergence." Without providing a definition of OT, he identifies six themes that seem "to sketch out an initial arena" for OT. These are vision, new perspectives, organization as an energy field, leadership, performance excellence and human empowerment.

While none of these terms is particularly new, they tend to be perceived differently in the context of OT, and even among some of the essays in this book. The editor illustrates the interrelationships of these themes and believes that this book provides an approach that heightens their emphasis, priority and interconnections.

Transforming work offers new ways of visioning and provides concrete examples of effective OT within client organizations. It is an exciting work that stimulates the gray cells and offers new rays of hope for OD/OT practitioners, change agents and human resource developers.

Kram, Kathy E. (1985). *Mentoring at Work, Developmental Relationships in Organizational Life*. Glenview, IL: Scott, Foresman and Company, 252 pp. \$8.95, paperback.

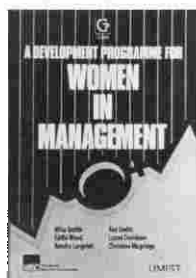
A well documented research volume that merits our attention. The author has brought an open systems perspective to the task and has garnered impressive statistics. It is a clear, well written comprehensive study of the mentoring process.

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Training for Environmental Groups

Environmental groups, although diverse both in their organizational structures and the issues to which they primarily attend, have a need for staff training, but rarely the financial means to meet that need, says this study sponsored by the Conservation Foundation. Summarizing their extensive research, authors J. Clarence Davies, Frances H. Irwin and Barbara K. Rhodes, present an analysis of environmental groups self-perceived training needs and describe the resources available to meet them. Because non-profit groups such as these traditionally depend on public and private contributions, the problem of funding internal training efforts is critical.



The authors make a number of practical recommendations which take advantage of existing groups and networks, suggest new ways these groups can coordinate their efforts and offer new policy directions. Support for these recommendations is offered in three appendices which present the questionnaire to which workers in this area responded, the research methodology followed in the study and a breakdown of training need perceptions according to particular skill. Meeting training needs in environmental groups will not only aid the performance of management, fund-raising, membership recruitment and policy development skills, but it will also instill in foundations a greater confidence in the abilities of these groups to efficiently manage the funds they receive. In an effort to bring together all those involved in training, management and funding of environmental groups, *Training for Environmental Groups* addresses trainers, educators, environmental leaders, officials of philanthropic groups and administrators of academic institutions. 124 pp. \$11.95. **The Conservation Foundation**, 1717 Massachusetts Avenue, N.W., Washington, DC 20036.

A Development Program for Women in Management

This detailed program aimed at increasing the number of women in middle management, has been written in an effort to rectify the statistical lopsidedness of the British work force. In Great Britain, 42 percent of the working population are women. However, only 10 percent of that number hold management positions, with the greater number of those in



"front-line" or supervisory positions. Mike Smith and his co-authors, well aware of the possibility that women's training programs may serve only to further polarize an already divided work force, carefully attempt to teach future women managers the skills necessary to manage effectively and contribute to an environment that will allow women and men to work well together.

A Development Program for Women in Management covers four areas, each contributing differently to the success of women managers: specific women's issues (discrimination, legislative inequality and unequal treatment, and the stereotyped norms that keep women in traditional roles), the acquisition of management skills by women who often lack experience and role models, personal and group skills in order to instill confidence and cooperation, and career development.

Both a trainer's and participants' text are included. Permission to copy the participants text, which provides a permanent summary of the material, is specifically given for the use of seminar attendees. By including games, projects and cases for observation and study, the authors hope to spur the development of women's potential and help provide society with the talent that women as managers can offer. 447 pp. \$39.50. **Gower Publishing Co.**, Old Post Road, Brookfield, VT 05036.

Compensation in Training and Development

This 1984 edition of the compensation study for the human resource development field continues to update the information that HRD professionals need to make their career

plans and keep abreast of the trends in their profession. Directed by Stephen Langer of Abbott, Langer and Associates, the study polled a net population of 3,694. This represents a response increase of 6.8 percent over the second survey in this series which began in 1980.

The results are presented in a series of tables that group the information according to various specialties within HRD. Covered in the survey are trainers at all levels, from entry-level training generalists to top training executives, individuals in organization development and those involved in both internal and external consulting. The information is made available for specific geographic locations in the United States (HRD professionals abroad were not surveyed) highlighting major metropolitan areas. Other variables reported include type and size of organization, level of supervisory responsibility, years of education and experience, and primary HRD activity. The report includes a section defining the terms used in the statistical reporting in order to make the information accessible. 146 pp. **Abbott, Langer & Associates**, 548 First Street, Crete, IL 60417. This book is available from the ASTD Publishing Program. Order Code: LACH. \$80.00 ASTD national members, \$95.00 nonmembers. \$1.50 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

