

Book Reviews

PRODUCTIVE EMPLOYMENT OF THE DISADVANTAGED: GUIDELINES FOR ACTION

by U.S. Department of Labor

Manpower Administration, U.S. Department of Labor,
Washington, DC 20210,

or local National Alliance of Businessmen Metropolitan Office
188-page softback

No Charge

How to make productive, dependable workers out of unskilled people with poor job records is spelled out in a new Labor Department publication. Through case histories, it summarizes information acquired by employers who have hired the disadvantaged through the *Job Opportunities in the Business Sector (JOBS)* program or on their own.

The manual has special value because not only does it contain examples of employer successes but also failures and the reasons for both. The varied problems in hiring and training hard-to-employ persons are discussed and suggestions are made for possible solutions.

National Alliance of Businessmen (NAB) President, J.Z. DeLorean, says that "while focus is on disadvantaged workers, much of the knowledge in the manual can be applied toward developing more effective management of all employees."

The publication was prepared for the Labor Department and NAB by the Human Interaction Research Institute (HIRI) of Los Angeles. HIRI surveyed several hundred companies comprising a cross-section of the business community in terms of size and general methods of operation. Among the firms were: General Electric, Ford, Pacific Northwest Bell, Chase Manhattan Bank, and Eastman Kodak.

Subjects covered include: Company involvement in manpower development programs; Planning for participation – a guide to key issues; Recruiting, screening, and hiring; Entry-level job training; Orienting supervisors; Support services; Conducting upgrading programs; and Forming a consortium.

WRITE ME A REAM

By L. A. Kunz and R. R. Viscount

Teachers College Press, 1234 Amsterdam Ave., New York, NY 10027

Book and Leaders Guide:

100-pages, softback Book, \$1.20; Guide, \$.60

The Chase Manhattan Bank has added to evidence that the cultural gap, which has prevented the disadvantaged from becoming productive workers, can be bridged. It all came about when the bank found that minority and disadvantaged persons whom it had hired lacked ability in oral and written communications to handle white collar jobs.

The bank took affirmative action. It incorporated the controlled composition program as a practical method of bridging the communications gap. Procedures and techniques refined in training several hundred people at Chase Manhattan, as well as extensive other development work, are crystallized in this modest book and its accompanying leader's Handbook.

Controlled composition training is oriented to small groups. It can be guided by laymen as well as by professional trainers.

Charles H. Vervalin
Book Review Editor

The method is *not* directed to creative writing. It is designed to provide a basic English language usage tool for the "Johnny can't read" graduates of our educational system. It is for the disadvantaged, school

dropouts, and people to whom English is not a native language. The method is based on self-development, without arbitrary goals; just an hour a day of learning by doing.

Writing exercises involve redundancy and repetition to teach proper syntax, grammar and expression, *a la* Pavlovian psychology. I found the book and the method fascinating. I have never seen an approach to teaching writing quite like this, even in the many programmed instruction books available.

EVERYBODY WINS: TRANSACTIONAL ANALYSIS APPLIED TO ORGANIZATIONS

by Dorothy Jongeward

Addison-Wesley Publishing, Reading, MA 01867

323-page hardback

\$10.95

Transactional analysis (TA) has emerged as the "in" way to train for interpersonal relationships and group dynamics. The dash by trainers to acquire TA expertise reminds me of the flurry over programmed instruction (PI) a few years ago. Now that some smoke has cleared away from the early fires of educational zeal kindled by programmed instruction, we are left with a small but solid core of PI material, mostly in book form.

TA will probably produce that same kind of "shaking out." And when it is time to take stock, say three or four years hence, Dorothy Jongeward's contribution to the field is still likely to dominate. She is to TA what Herzberg and Maslow are to motivation, what Skinner is to PI and what Odiorne is to MBO. (Incidentally, she is on the program for the 1974 national ASTD convention, San Francisco.)

This is Ms. Jongeward's second book. Her first was *Born to Win* and its workbook, *Winning with People*. Addison-Wesley published both.

This advanced book deals with experiences in TA programs. It is not intended to teach basics.

The book is divided broadly into three parts: TA applied to organization development; TA applied to organizations; and TA applied to management strategies and theories.

The book enables the reader to understand how the scripts of an organization can be analyzed and changed. The author expresses her hope that "Organizations which seek healthier scripts and healthier interpersonal relationships will create a climate of growth and development for the individuals within them."

It is the premise of this book that happier, more responsible employees contribute to the vitality and success of an organization. Effective workers produce. Everybody profits. Everybody wins.

The chapters are: Organizations Have Scripts; Games Cost Organizations Money; Games Can Be Stopped Many Ways; TA Can Help Develop Effective Management Styles; TA Can Improve Interpersonal Effectiveness; TA Applies to Many Aspects of Organizations; Red, White and Blue TA or 600 MPH; Using TA in Seminars for Career Women; Banking on People and TA; TA Applied to Mountain Bell; TA in Selling; TA Applied to Supervision; A TA of McGregor's Theory X-Y; The TA Manager, an Analysis of Two Contemporary Management Theories.

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