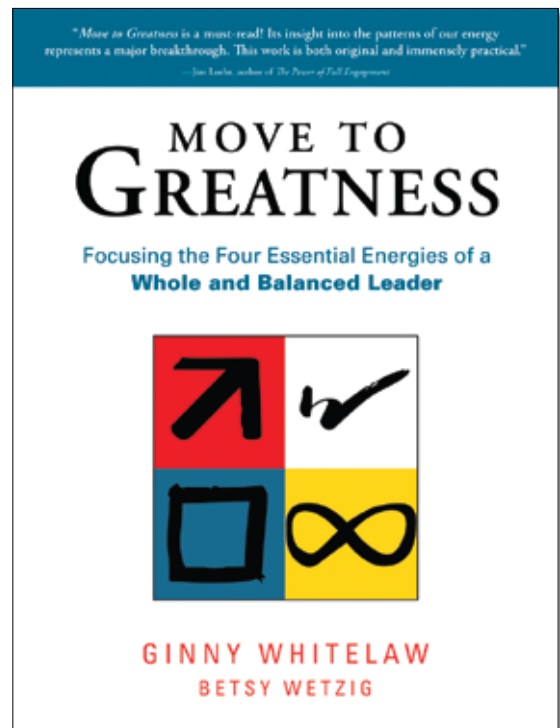


RENEWABLE RESOURCES

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 Move to Greatness: Focusing the Four Essential Energies of a Whole and Balanced Leader

By Ginny Whitelaw and Betsy Wetzig
 (Nicholas Brealey Publishing, 296 pp. \$29.96 price)

Reviewed by Nancy Seebert



There are many tools in the training and development and organization design worlds that describe and discuss communication and personality styles. This book focuses on the “patterns of personality” and how to successfully balance information. Whitelaw and Wetzig liken our behaviors to that of a hamster on a wheel. We all complain that the world is going by too fast, but as the authors remind us, “the truth is the hamster wheel is ultimately driven by the hamster.”

The authors go into deep detail about “energy patterns.” When these patterns are not balanced, the leader is described in terms of “buts” or “however’s.”

For example, one might hear, “That leader is great with vision, but is terrible with staff relationships.” The book gives wonderful examples using Michael Dell and others on how great leaders are able to balance those energies to increase productivity, retention, and customer and staff satisfaction.

Each pattern is described in detail with behavioral examples as well as the strengths and weaknesses of each. There is a style survey (24 statements),

in which one rates statements on a scale of 1 to 10, from that which is “never” to “always” true about you.

The book also discusses the following four patterns:

- **Driver**—“Pushes into every barrier with speed, directness and intensity”; focuses attention, hitting targets...
- **Organizer**—“Does the right thing, putting every thought and action into its proper place, with discipline and order.”
- **Collaborator**—“Swings into playful engagement with life and the people in it”; they enlist support and develop people.

- **Visionary**—“Goes with the flow, hangs out in the chaos, and leaps to new possibilities. They are the ones who ‘think outside the box.’”

The premise is that we each have natural preferences (some ingrained from childhood). The most preferred is called “home,” and the weakest is probably the one we need to work on the most (and with which we have the most difficulty in term of others). These patterns are our maps and tools. With them, we can align ourselves and attain balance.

An entire chapter is devoted to each pattern, with details including strengths, weaknesses, suggestions for

how to use each, “work behaviors” of each, and under- and overuse.

“What makes the patterns groundbreaking is that by linking body, mind, and behavior, and showing common energies that run through all of our levels, they give us a much deeper way to understand... ourselves,” the authors insist. There is also a chapter on a whole team and another on organizations.

Readers are referred to the movetogreatness.com website, and I found further information on www.focusleadership.com, which is Whitelaw’s site. There, they offer worksheets to design a practice and diagnose a team, and enable browsers to purchase the FEBI survey.

One major caveat—one has to be “certified” in the FEBI in order to use it and to purchase the surveys. To complete a regular survey and obtain coaching costs \$145. If one is certified, one can purchase the assessments for \$70. It appears that the materials cannot be used unless one is certified.

I emailed the site contact asking how a person can become certified, and about locations and costs. I have also inquired into whether one can use the material for internal and external consulting without being certified.

This material is excellent in that it delves more deeply into moving oneself into a higher potential as well as leading others to the same.

The authors have very impressive credentials—Whitelaw is co-founder of Focus Leadership and is the former deputy manager of the International Space Station at NASA. Wetzig has her own company—Coordination Pattern Training (www.moves4greatness.com).

One of the appendices describes the validation and connection to the other style models which helps the credibility. I enjoyed the book; I found it of value in combination with other communication

and personality tendency tools with which I am familiar.

I am left in a bit in the lurch as to how much I can use this for coaching given the certification needs. Without that information, I am stuck. But can I use this for myself at this point? Sure thing! Does it add to my own development? Absolutely!

I give this 3.5 cups of coffee.

Nancy Seebert is program manager for Workforce Development for Providence Health and Services in Portland, Oregon; Nancy.Seebert@providence.org.

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BOOKS //

Imperative Insight

T+D EDITORS LOOK AT NEW WORKS
BY INDUSTRY LEADERS.

Love 'Em or Lose 'Em:
Getting Good People to Stay
(Fourth Edition)

By Beverly Kaye and Sharon Jordan-Evans
(Berrett-Koehler, 306 pp., \$24.95)

Even more relevant since the first edition was published in 1999, this international business bestseller covers how to retain and engage employees, even in the midst of the current economic recession. Kaye and Jordan-Evans use a "love 'em" approach to building strong, committed, and diligent teams.

The book is split into 26 user-friendly, action-focused chapters mirroring the letters of the alphabet, beginning with "Ask: What Keeps You?" and ending with "Zenith: Go for It." Included are helpful, workbook-like features such as "to do" lists; "go to" icons to link related items of interest; multiple real-life business examples about both what worked and what didn't; and a retention/engagement index (REI) to use as a self-test for managers. Each chapter ends with a brief summary of the most important point(s) called "The Bottom Line."



In addition to revisions and updates throughout, the fourth edition also has two new sections: "Top Ten Push-backs," featuring answers to the most common concerns raised by managers in response to the authors' strategy, and "Got More?" a compilation of anecdotes, quotes, and research findings that support the book's approach.

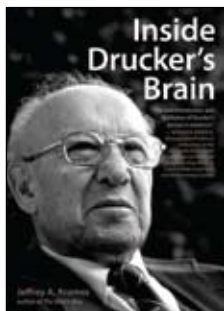
Aparna Nancherla

Inside Drucker's Brain

By Jeffrey A. Krames
(Portfolio, 257 pp., \$22.95)

Regarded as some of the most influential business principles of the last century, the doctrines and life work of Peter Drucker are no strangers to the printed page. However, in Krames' treatment (available October 2008), six decades of Drucker's ideas are culled into a single, user-friendly tome of portable proportions.

Divided into 15 chapters, the book offers a fluid collection of conversations, stories, current examples, and key definitions that characterize Drucker's ideas on management, leadership, and business strategy, among others. But the foundation of the book lies in the daylong one-on-one interview between the author and Drucker in late 2003. Krames quotes regularly from their conversation as he parallels Drucker's firmly documented tenets with his wisdom and unbridled honesty.



Featured are Drucker's reflections on Jack Welch—with whom he worked closely throughout the latter's tenure at GE—as well as abandonment, innovation, and Jeffersonian democracy, on which he wrote extensively in the 1940s. While Krames has not created a biography per se, *Inside Drucker's Brain* presents the humanity behind the "inventor of modern management" in a way that is unprecedented.

Juana Llorens

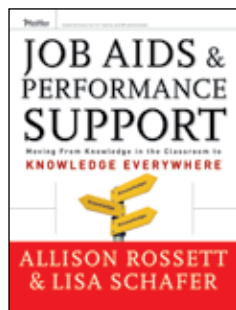
Job Aids & Performance Support

By Allison Rossett and Lisa Schafer
(Wiley Publishing, 216 pp., \$58)

If you are looking for a comprehensive guide to understanding and using job aids and performance support (PS), look no further. Allison Rossett and Lisa Schafer expound on "all things PS" to inspire WLP professionals to make the shift from training to performance by developing and implementing great performance support.

"A helper in life and work, performance support is a repository for information, processes, and perspectives that informs and guides thought and action."

Rossett and Schafer unpack this definition, provide tools for effective implementation, describe real-life examples of job aids that work in organizations, and take readers on a journey into the future of performance support.



Written plainly yet thoroughly, this book is a helpful resource for any learning professional, as well as an educational read for those new to performance support.

Job Aids and Performance Support is the updated edition of the *Handbook of Job Aids*, written in 1991 by Allison Rossett and Jeannette Gautler-Downes. Its focus on performance support in today's era of convergence makes the content applicable to the use of job aids in both the home and office.

Ann Pace

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