

Anger

Please send a decoder ring for David Forrest's article, "Self-Destructive HRD" (December 1984). I tried holding the article up to a powerful light, but that did not seem to work.

Seriously, such work belongs on the editorial page *after* editing to promote readability. The editorial staff discredits itself by publishing opinions as fact. The profession discredits its members by publishing undisciplined, ill-conceived attacks upon itself.

I think most ASTD members welcome constructive and thoughtful criticism. However, self-debasement (which includes December's Editor's Page, "Developmental Fluff") serves little useful purpose.

Brian P. Murphy
Director
Human Resource Planning and
Development
Onan Corporation
Minneapolis

Concern for the Bulk

The change in format and use of color in the *Journal* have been great, making it a classy looking publication. At the same time, however, I have been very concerned about the increasing complexity of the writing.

The December issue is a good example. Using Gunning's Fog Index, the article by David Forrest, "Self-Destructive HRD," goes beyond the danger line. This article is out of the range of *most* ASTD members. Almost any sentence in this article is an example of the overuse of polysyllabic words and long sentences (average sentence length of 24.5 words). The article by Blake and Mouton isn't a lot better.

There are some clearly written articles in this issue. Peter Schleger's article has a 50 percent or more lower Fog Index than the Forrest article. Willard Thomas and Cinda Thomas as

well as Andrew Jacobs also wrote articles that were easily understood—without sacrificing content.

Even the most experienced practitioner appreciates articles that are clearly written. The *ABA Journal* and *Journal of Accountancy* have a Fog Index of around 12.

As you know, most ASTD members have very little experience in the field. The *Journal* should turn them on and not off. If the *Journal* is to remain a useful tool I believe its articles must be written for the bulk of the organization's membership.

Stan Connell
Potomac, Md.

Say It Isn't So

"White Collar Quality Circles and Productivity" (October 1984), while making a valid case for the use of the quality circle process by white-collar workers, leaves some erroneous impressions. It speaks of the use of quality circles as "confined mainly to blue- or pink-collar workers." Our firm brought quality control circles to the U.S., and we can report that beginning in 1980 there was a growing use of Quality Circles by banking, insurance, government airlines and other service industries. Some of the pioneers were Bank of America, Hertz, Blue Cross, ITT, Eastern Airlines and many others.

Another misperception was that packaged quality circle training materials were designed for blue-collar workers. Not so. Early in our experiences with circles in the U.S., we recognized the need and created special quality circle training materials for the service sector. The effectiveness of white-collar quality circles is a proven fact.

Wayne S. Rieker
Chairman of the Board
Rieker Management Systems
Los Gatos, Calif.

Journal as Joy

Thanks for the outstanding December 1984 issue. I felt much better after reading your editor's page, laughed when I read "Block That Nostril," and jumped for joy after finishing David Forrest's article, "Self-Destructive HRD." His article put into words the thoughts that I've been wrestling with for the last four years. Again, thanks so much for a well balanced issue.

John M. Bjorge
Advanced Technology, Inc.
Arlington, Va.

Compulsion

I believe your article, "Block That Nostril" (see December 1984 Practicum), contains a contradiction. In paragraph one, you suggest forcing air through the left nostril to stimulate the left hemisphere. Paragraph two indicates airflow through the right nostril stimulates the left hemisphere. I feel paragraph two is correct, especially after breathing through my left nostril and feeling compelled to write you using lavender pen.

Thom Overton
Richmond, Va.

Rip Van Writers

"Principles and Designs for Enhancing Learning," by Mouton and Blake (December 1984), makes me wonder how much the authors really know about andragogy. They seem to equate it only with group discussion. Where have they been for the past 20 years?

As a student in the adult education graduate program at Boston University

in the mid-1960s, I experienced again and again all the "synergistic" designs outlined in the article. Indeed, the authors describe precisely the way our classes operated and, to a great extent, the way I (and I'm sure hundreds of other graduates) have continued to learn and to conduct learning ever since.

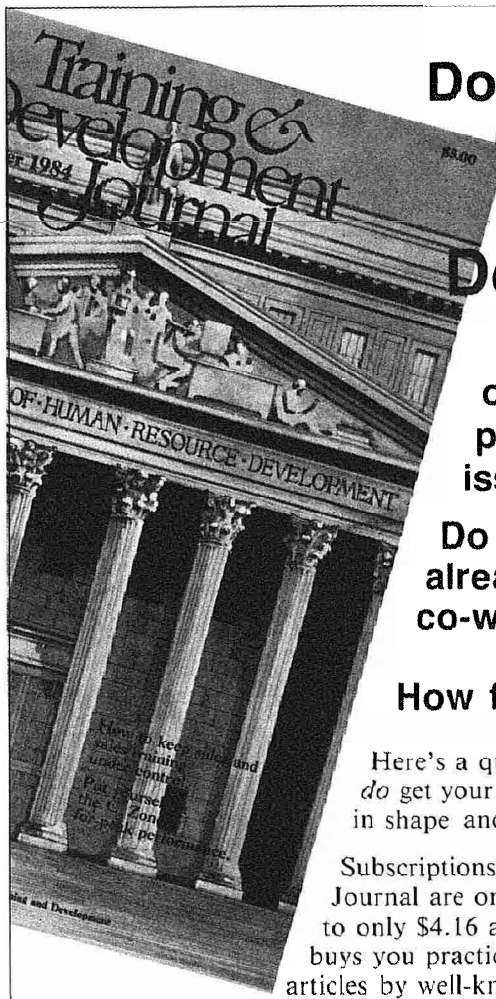
While I'm glad Blake and Mouton now endorse this method, it was very surprising to see it termed "an unusual new approach" and "a brand new method." Do we really need a new name for andragogy?

*Rosemary Hurkamp
President
International Management Institutes
McLean, Va.*

Clarification

Some readers may have been misled by a reference in Peter Schleger's article, "What, Me Produce Video?" (October 1984), to a magazine we publish: *VideoPro*. To receive a subscription to the magazine free of charge, a potential recipient must meet certain criteria: A qualified subscriber must complete and sign a questionnaire card that defines the individual as a titled employee of a manufacturing, production service or facility firm involved in corporate video, broadcast or cable production. A potential recipient who does not meet these criteria may prepay \$24 for an annual subscription to *VideoPro* (adding \$4 for Canada and \$10 for other foreign surface mail).

*Emelia Oleson
Circulation Manager
Viare Publishing
New York*



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