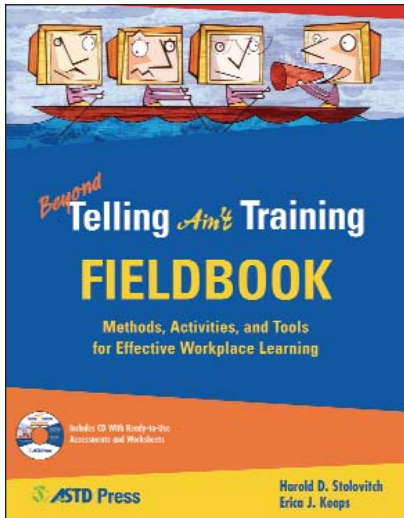


Beyond Reading: Implementing



Beyond Telling Ain't Training Fieldbook

By Harold D. Stolovitch and Erica J. Keeps

Reviewed by Carol L. Goldsmith



AS A TRAINING and development professional hoping to continue my education by honing and recalibrating my skills, I consumed the previous books, *Telling Ain't Training* and *Training Ain't Performance*, with relish. So, you can imagine my excitement to find out there was a sequel. I had many questions: Could this book and its teachings take me beyond concepts to implementation? How can I get my company to understand what needs to be done? Would I still get to write in the book?

Like me, thousands of other readers have enjoyed the authors' previous interactive texts and are ready to implement. But, we're also hungry for more evidence of the demonstrated concepts in action. We want to go beyond just reading about them, but we need help.

Luckily, Harold D. Stolovitch and Erica J. Keeps understand those obstacles and come to the rescue with concrete actions and tools, in the *Beyond Telling Ain't Training Fieldbook*.

Readers involved in workforce development will learn a lot from this book. They must, however, have read *Telling Ain't Training* first due to the numerous references to the original text. Readers who are ready to roll up their sleeves and help move their organization forward as well as improve their performance will benefit the most. The tools and activities in *Beyond Telling Ain't Training* are designed to jumpstart the beginner, build peer networks for experienced practitioners, and give managers ideas and strategies for improving team performance.

Structurally, this book is linked to the original. It contains many of the same tools, templates, examples, and recommendations for application. (And, yes, you do still get to write in the book.) It also includes new information about designing learning games and developing case studies, as well as a detailed methodology for debriefing experiential learning activities.

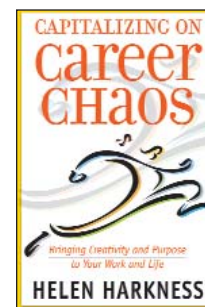
The book delves into technology with a detailed guide and system for conducting video-recorded practice training sessions. The system comes with structured feedback forms and can be used alone as a skills-building activity or as part of a train-the-trainer program for a new or existing course. The new edition also includes a CD-ROM containing all of the tools, which makes it easy for readers to print out tools and

Spring Foward

T+D editors look at Spring titles and revised editions.

Capitalizing on Career Chaos: Bringing Creativity and Purpose to Your Work and Life

By Helen Harkness
(Davies-Black, May 2005,
\$18.95 paperback)



What do chaos and your career path have in common? A lot, according to author and futurist Helen Harkness—and you'd better get comfortable with

that. The unpredictability of our world necessitates that you do.

"Recognizing that chaos has its roots in order and can actually be the source of creativity can help you develop a different perspective on your life and your career," writes Harkness. Looking at your career in a different light, being open to change, and advancing by molding your skills to fit the needs of an evolving world and work environment is the lesson of this book.

To help readers embrace that lesson, Harkness needs to convince them to reconstruct how they think about career planning. *Capitalizing on Career Chaos* presents expert advice, real-life success stories, and 14 activities to guide readers in that process.

—Sabrina E. Hicks

BOOKS

templates for reuse, group learning sessions, and customizations.

My favorite portions of *Beyond Telling Ain't Training*, and what could be considered new in this genre of books, are the sections in each chapter dealing with participation. My organization has been working to establish a community of practice. So, as I read, I visualized concrete opportunities to use the information with both my team and the larger corporate community. The margins of my book bear the reminders of my epiphanies: They're filled with stars and notes reminding me to "try this at our next meeting."

Two of the most useful tools for me were the individual and organizational assessments. Completing those exercises helped me focus on how to "use" the rest of the book. That's important to note because this is not the kind of book that can be read in chapters while eating lunch. Rather, it's the one to reach for when starting the design process or improving the assessment scores of an existing solution.

The assessment tools are also a way to track the value of the book. For example, if readers use the strategies and tools to engage others in their organizations, post-assessments should show that they've made progress. These days, we are all called upon to assess our work and show value, and the tools in this book are valuable aids. Management can use the same tools to plan development spending by mapping the difference between their goals for the organization and individual progress. Combining that information with Level 1 assessment helps managers better allocate their ever-tightening resources.

Before you begin reading this book, I offer two pieces of advice. First, don't try to do too much at once. To benefit from the richness of the exercises and to truly take action based on discovery, it's better to take things at a slow pace. Conduct an activity with your community, then debrief. In fact, the authors even assist readers in the debriefing processes, and, more important, demonstrate how to circle back to the conversation. But only readers themselves are accountable for

Control Your Destiny or Someone Else Will

By Noel M. Tichy and Stratford Sherman
(HarperBusiness, April 2005,
\$19.95 paperback)



Just when we thought we've heard the last from Jack Welch, several books bearing his name popped up recently. One is a new edition of a bestseller originally published in

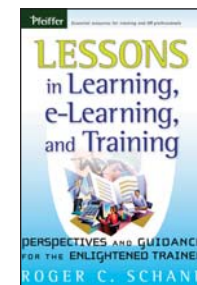
1993. In *Control Your Destiny or Someone Else Will*, the authors explain and analyze events in GE's history as well as Welch's management philosophy: Face reality and adapt.

New to the 2005 edition are an updated Author's Note and Afterward. Those few extra pages fill readers in about Welch's recent business affairs. Combined with numerous case studies, a time line, and author insights, that information helps to paint a lengthy, but thorough, portrait of a leadership master.

—Josephine Rossi

Lessons in Learning, E-Learning, and Training: Perspectives and Guidance for the Enlightened Trainer

By Roger C. Schank
(Pfeiffer/ASTD, March 2005,
\$35 paperback)



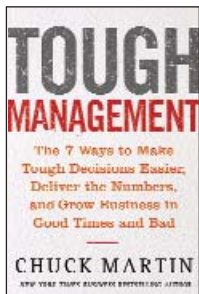
This collection of stories, lessons, and tips comes from a prolific and respected expert in the learning community. Roger Schank is a leader in the fields of

multimedia-based interactive training and artificial intelligence. His book, however, is anything but academic or inflated. Written in an informal, provocative style with such chapters as “Sex and Chicken” and “Sir, Step Away From the Fig Newton,” Schank makes it fun to learn about learning. In the process, he lends his thoughts on how people think, what can and can’t be taught, and what technology can offer the learning process.

—Eva Kaplan-Leiserson

Tough Management: The 7 Ways to Make Tough Decisions Easier, Deliver the Numbers, and Grow Business in Good Times and Bad

By Chuck Martin
(McGraw-Hill, May 2005, \$24.95)



It’s an unwritten rule: Leaders get paid to make tough decisions. Thankfully, there’s no end of books to tell them how. Joining that ever-growing canon is *Tough Management*.

Columnist/author Martin cites anecdotes—some pretty well-known—to support his points. His advice is solid, but one must wonder how realistic it is. Example: “Half of executives ... say decreasing meetings would make working in their organizations more productive, either by quantity or quality.”

It might serve a manager or executive to keep a copy of this book nearby if she needed to be reminded about the importance of making tough decisions. Common sense bears repeating.

—Rex Davenport

breaking free of inertia and truly changing behaviors.

Second, know that it’s not easy to hold up the mirror and answer the questions the authors ask. It hurts to admit that you may not be giving your participants what they need. It’s also tempting to rationalize reasons for keeping the status quo. But, thankfully, the authors and the activities in this book keep peeling back the excuses and nudging readers forward. By the time you’ve completed the book, you’ll find that there’s nothing stopping you from designing meaningful and effective training sessions.

The tools and activities are designed to jumpstart the beginner, build peer networks for experienced practitioners, and give managers ideas for improving performance.

So, with my pencil considerably shortened, the book and the CD well used, I give this book all four cups of coffee. Use it at the risk of becoming a better t&d professional.

Beyond Telling Ain’t Training Fieldbook, by Harold D. Stolovitch and Erica J. Keeps. ASTD: Alexandria, Virginia. 184 pp. \$38.95

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