

those promises. London puts forth a proactive plan to "help managers gain greater awareness of their career motivation, consider ways to enhance that motivation and understand how to effect the work environment to expand their chances for a satisfying career."

London provides self-assessment tools to aid employee understanding of their present situation and action strategies to help them plot where they want to go. Taking into consideration personality characteristics, needs and interests, London's approach is both integrating and holistic. He discusses career planning; organizational indoctrination; career resilience, insight and identity; career motivation and includes case histories of management development efforts. To advance organizational practices that encourage management development, he presents programs and policies to do so, an analysis of training courses and discusses the special needs of women, minorities and mid-career managers who may feel at the end of their career ladders. The self-assessment tools encourage managers to probe how they do their present job and their job expectations, while demanding honesty in the assessment. As a "guide to motivating and preparing people for successful managerial careers," the book takes seriously the need for employees' career advancement and the organization's effect on career motivation through its environment. 239 pp., references, index. **Jossey-Bass, Inc.** This book is available through the ASTD Publishing Program. Order code: LODE. \$21.00 ASTD national members. \$25.00 nonmembers. \$1.75 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

Supervisory Handbook: A Management Guide to Principles and Applications— *Martin Broadwell, ed.*

In 28 original articles, the *Supervisory Handbook* provides a guide to specific problems every supervisor, new or experienced, may encounter. Each chapter varies according to the style of its author, and stands on its own. The contributors are experienced trainers, organization development and personnel experts, social scientists, management consultants, academics and both in-house and external consultants. Each was instructed to "Put down as much as you can in a chapter, about a subject you'd like to write a whole book about." The resulting topics include the role of the federal government, production and performance, supervising retail, low-skill, technical, or sales employees, quality of work life issues and supervisors' professional development.

Broadwell sees an inherent uniqueness in the job of the first-line supervisor. Those new to the job experience a frustration at no longer being able to handle tasks directly, but now must motivate others to do so. In fact, now their job performance relies on the success they have in getting others to perform. New emphasis is placed on their human resource skills, as they act as intermediary between upper management and their subordinates, who were peers only a short time before. Supervisors must develop different, but effective, attitudes toward their subordinates, their bosses and their peers.

The special skills needed for supervisory success include knowing what and what not to delegate, ensuring the necessary training of subordinates, managing company controls and know-

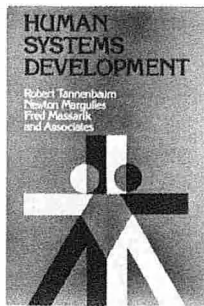
ing where to use them, establishing effective communication, motivating subordinates and appraising and assessing the potential of job-seekers and candidates for promotion. In all, it testifies to the conclusion that the handbook is a valuable tool because the supervisor's role is important to the organization and to employees in its many levels. **John Wiley & Sons.** This book is available through the ASTD Publishing Program. Order code: BRSH. \$44.00 ASTD national members, \$50.00 nonmembers. \$1.75 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

Organizational Strategy and Change: New Views on Formulating and Implementing Strategic Decisions— *Johannes M. Penning & Associates*

Strategic decisions are high-stake choices. They're about central moves that affect the long-term indicators of growth and profit. Such decisions may include market entry or exit, implementing vertical integration or closing outmoded plants or money-losing branches. The book treats strategic decisions as a strange breed, difficult to study. Although they come down to one final decision, they are, because of their importance, the product of many minds. They take on a social quality: complex, unstructured and political. And their importance means that their effects may be felt widely.

So far, strategic decision analysis has been split. For decisions made in the public sector, the focus has been on the process by which such decisions are made. On the other hand, the analysis of private-sector decisions often dwells only on outcomes. The study is further split between academics and practitioners where "the former would be hard-pressed to provide research-derived prescriptions for guiding the latter in the pursuit of their decisions." The plan for this book is to make both the research and practice of making strategic decisions more theory grounded.

Contributors come from a variety of disciplines and bring different experi-



ences and angles of approach to the topic. The 20 articles, all written for this volume, include considerations for formulating strategy (decision making, economic considerations), implementing change (organization and individual behavior, reactions to change) and developing new approaches to strategy (organization attentiveness to change, integrating theory and practice). 563 pp., index, references. \$34.95, **Jossey-Bass, Inc.**, 433 California Street, San Francisco, CA 94104.

Human Systems Development—Robert Tannenbaum, Newton Margulies, Fred Massarik & Associates

The field of human systems development is the offspring of two separate but related fields: organizational behavior, theory and research relevant to the study of behavior in and of organizations, and organization development, concerned with changes in human systems, whether individual or complex. As a name, "human systems development" more accurately portrays the

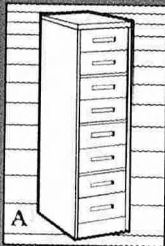
field as a blend of behavioral science and socio-technical concepts.

The 23-chapter book, written by professionals either currently or formerly concerned with the Graduate School of Management at UCLA, addresses personal psychology, organizational change, questions of leadership and recent research developments and trends.

According to its principal authors, human systems development has had one basic thrust for the last six years, focus on one purpose: the "study of people and how they work together toward specific ends" in order to "better understand and/or to effectively influence human behavior in organizational settings."

Tannenbaum et al. identify six themes as common undercurrents in the field. Each of them relates to research, theory and practice. They are: the human matrix (group membership, small or large), humanistic values (espousing individuals' potential and quality of relationships), change (at all

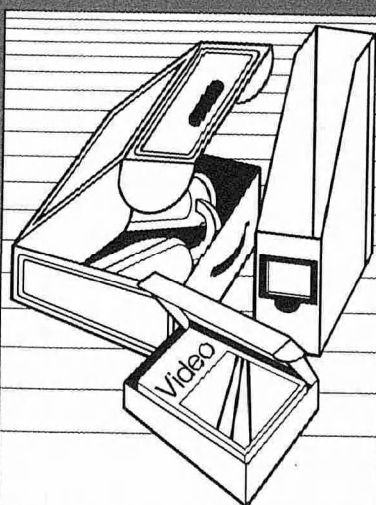
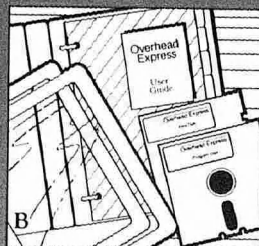
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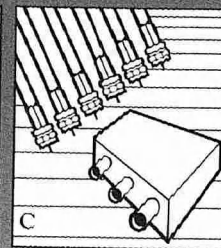
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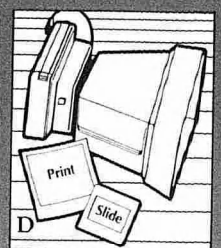


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social levels), the relationship between science and research, perspectives based on holistic and systems approaches, and the importance of human experience, personal meaning and alternative realities.

Each chapter stands on its own. Taken as a whole, however, *Human Systems Development* is an integrated, historical and reflective treatment of an entire field in HRD. 605 pp., indices. \$35.95. **Jossey-Bass, Inc.** 433 California Street, Suite 1000, San Francisco, CA 94104.

Training Strategies From Start to Finish—Paul G. Friedman & Elaine Yarbrough

"From start to finish" belies the non-linear picture that Friedman and Yarbrough draw of the dynamic relationship that characterizes trainers' work. The authors admit that undertaking to represent training in all its forms, in all its stages, is a herculean task. Training is found in many situations, both formal and casual, and takes on "innumerable forms." However, Friedman and Yarbrough have found that in all contexts training "creates a bridge from the status quo to the desired state of affairs by providing appropriate learning experiences."

Broadly concerned with the theory, methods and enhancement of training efforts, the authors deal specifically with the integration of theory and method, the relationships of training's content and form, of methods and learners' needs, advising both the novice and seasoned trainer, the researcher and practitioner. Moreover, each consideration is made in light of the honesty and respect that should attend a trainer/learner relationship, for the entire training process, from first contact to final report.

Intended to be useful at all stages of

a trainer's career. *Training Strategies* is based on the importance of maintaining, in all training projects, both diagnostic (receptive) and instructional (directive) aspects. Although the two seem mutually exclusive, the "well-balanced trainer knows how and when to use each," approaching each training experience from a fresh start, not simply counting on the tried-and-true. As the trainer acts as intermediary between learners and their supervisors, he or she tries to move the learners toward embracing and fostering their company's ideal.

Friedman and Yarbrough present a six-stage cycle in which trainers can locate themselves during any project. It begins with the awareness of a need, and continues through problem analysis, identifying options, adopting a solution, teaching a skill and trainees' integration within the system. Each stage calls upon the trainer to adopt a new role, skill and technique, and to exhibit different personal qualities. It's the "flexible trainer" who's most successful, able to choose the appropriate stance in each situation. 255 pp., index.

Prentice-Hall, Inc. This book is available through the ASTD Publishing Program. Order code: FRTS. \$23.00 ASTD national members. \$25.00 non-members. \$1.75 shipping and handling. Send prepaid orders to ASTD Publishing Service, P.O. Box 4856, Hampden Station, Baltimore, MD 21211.

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