

Book Reviews

Samuel B. Magill, *Editor*

Civil Defense Management, California Supplement

School of Public Administration
University of Southern California,
Los Angeles

Civic Center Campus Series,
Number Five
281 pp.

An unusual variant of brainstorming which should be of interest to all training people was tried out recently in California. It was demonstrated by the University of Southern California's Center for Training and Career Development in connection with a series of workshops on Civil Defense Management.

The thoughts and ideas of 288 Civil Defense officials attending one-day sessions held in five different locations were stimulated, using features of an opinion poll, creativity exercise, and group dynamics, and at one stage of the proceedings the participants were asked to write down everything they could think of concerning the operation of Civil Defense.

One of the rules of the game was that the participants should write each sentence on a separate $2\frac{3}{4} \times 4\frac{1}{4}$ slip even when several sentences were needed to express an idea. Fifteen thousand slips were produced.

The analysts then spent several months sorting the slips into classifi-

cations and eliminating duplicates. Finally, the manual on Civil Defense Management took shape.

For those readers not directly concerned with civil defense the heart of the booklet is in Chapter One, where slip-writing is very fully explained and pictured, and in a four-chapter appendix which generalizes the procedure and discusses training applications.

S.B.M.

The You and I in Business

by Nagam H. Atthreya
MMC School of Management
Shakaar Bhavan,
Kurla Industrial Estate
Bombay, India

100 pages

Reviewed by:
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Every once in a while you run across a book which like the current cranberry juice ads is very exciting but just a little bit difficult to describe. The author uses the sub-title "Some reflections on human relations motivational skill" but that really doesn't say too much other than the book is a group of reflections rather than scientific findings. I have described the book to others as some meditations about human relationships in business but that is not too descriptive either. This brief text presents very little that is new to the student of human relations in business but it presents it in such a refreshing way that you want to run up to the first person you meet and say, "Listen to this."

Much has been written recently about the necessity for motivating the

whole man and for providing ethical and moral relationships between people in a business setting, and this is what Mr. Atthreya is writing about. However, he really brings home the message that if we really want to motivate others in business or in any human relationship we must first motivate the man in the mirror. As the author says, "Personal management should precede personnel management."

He talks about customers: the external customer, the one who buys our product and the internal customer, the employees who help us make the product. He tells us that it is the man in the mirror again who either drives customers away or encourages them to stay. The external customer leaves with his cash and probably with a few of his neighbors. The internal customer, on the other hand;

Because of their economic conditions,
they may not physically walk away;
they may mentally walk away.

I at times say to myself:
"Let them walk away.
Why, I can even drive them away."

In saying that, am I realistic?

Even if I can do this,
how long can I do this?

How long will the present economic
situation last?

Am I not feeling the pinch already?

Further, if I get the reputation
that I drive people away,
will I have people coming to me
to be driven out at will?

Perhaps I need not worry about this
customer —
the internal customers —

if I am going to do everything myself;
but that way can I be in a growing
business?

This is not just a book of exhortations and admonitions but a guide that could be used very effectively either by an individual or in a group training situation.

Mr. Atthreya makes good use of the commonplace to help the reader to a business application. Consider the following where he is discussing personal interdependence:

I have been living this axiom all along;
all of us have been living it in fact.

We have been living the faith
that our family is an integral part of
ourselves.

Only most of us have kept this 'family'
static,
we have severely limited its scope.

The present proposition to my mind
is just one of extending the scope
and sphere of operation.

The book is extremely easy to read. It is about an hour's worth of reading and a lifetime's worth of application. At first glance it appears to be blank verse poetry and in many places it reads that way also, however, the author describes the writing style as helpful to reading speed and comprehension by printing lines in phrases or thought units (note above example).

In my opinion this is a real treat for everyone involved in human relations training. After reading it I doubt that many will ask, "what shall I do with it" but rather, "what shall I do with it first?"

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