

tools of the trade

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People at Work *People at Work. Dave Francis and Mike Woodcock. LaJolla, Calif.: University Associates, Inc., 1975. 198 pp. \$7.00.*

A practical approach for managers to use in developing a more effective organization. The book is divided into four parts, but the material can be used cafeteria style by selecting what you need and using that part only. After an introduction to people problems in the first part, a questionnaire helps you find which problems your organization most needs work on. A short description of each type of problem follows, and the last section includes ideas and activities to help in clarifying the issues and making constructive changes. For example, if poor teamwork is a problem in your organization, you can use activities such as "Getting to Know You" or "Group Climate" to help create change. This is a "with it" method for diagnosing and working on organizational problems.