

BOOK REVIEWS

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It is with extreme satisfaction that I begin this term as editor of the book review department. My primary aim is to present to the readers a range of books of relevance to their current work as rehabilitation professionals. Each review will be brief and concise and will contain information within common headings. My intent is to highlight the essential elements within each publication that warrant your consideration as you advance your professional development on behalf of individuals with disabilities. These reviews will not be a general summary of the content, but will explain the books' relevance to your work.

SUPPORTED EMPLOYMENT Models, Methods, and Issues

Frank R. Rusch (ed.)

*Sycamore, IL: Sycamore Publishing Company, 1990.
\$39.95, 450 pp.*

Every few years, a book surfaces that captures the essence of the research and practice in a specific field of endeavor. In the area of supported employment, Frank Rusch has brought such a book to our attention in 1990. A reader familiar with the progress of supported employment throughout the 1980s will readily recognize the authors of this book. This publication contains a broad spectrum of topics including a basic introduction to supported employment, currently employed methods, issues of relevance for the 1990s, and recommendations for school-to-work transition services. Each of these sections is introduced by a nationally recognized expert in the area of adult services for persons with disabilities.

General highlights

- Each author has included a thorough list of references relevant to the chapter topic areas.
- The authors have a keen ability to translate research and technical data into understandable language.
- Questions at the end of each chapter help direct the reader to review the material that is identified by the authors.
- Practical forms are included that agencies can adapt to meet their specific needs.
- There is an emphasis on consumer-directed involvement in the planning, placement, and ongoing support phases of employment.
- An ecological approach is emphasized in assessment, instruction, and follow-along services.
- A consistent philosophy and set of guiding principles throughout the chapters emphasize the responsibilities of professionals to develop adequate supports for persons with disabilities. This is in direct contrast to a policy of requiring that persons be ready for

supported employment before such supports are provided.

Specific areas of excellence

- Berg, Wacker, and Flynn provide an exemplary overview and recommendations for the enhancement of generalization and maintenance of work behaviors. Of specific note is their emphasis on general case programming combined with an updated review of Stokes and Baer's (1977) classic dimensions of generalization.
- Buckley, Mank, and Sandow discuss the range of supports for workers in supported employment by recommending direct, indirect, and external strategies.
- Renzaglia and Everson have investigated competencies for personnel in supported employment agencies. They provide recommendations for both in-service and preservice development.
- Hutchins and Renzaglia provide a comprehensive analysis of the components of a longitudinal transition planning process from school to the world of work.
- Hughes, Rusch, and Curl reviewed several research studies to demonstrate the efficacy of promoting natural supports. These suggestions provide excellent advice for fading the dependency on external, agency-driven assistance.

Areas in which this publication could be improved

- The quality of reproduction of illustrations and tables is inconsistent.
- An excellent subject index is provided, but the absence of an author index is disappointing. This would facilitate a search for articles written by an author familiar to the reader.

Common threads throughout this publication

- Persons with the most severe disabilities are underserved in supported employment.
- Demonstrations of success are well documented throughout the country. Profes-

sionals within individual agencies must now adapt the strategies that contributed to these successes.

- There is a renewed focus on using quality-of-life dimensions of a person as the most critical outcomes of supported employment.

Recommended usefulness for rehabilitation professionals

- Every rehabilitation agency in the country should have a copy of this book circulating among its staff members.
- This publication is an excellent choice for a primary text in a college course covering the general issues of supported employment for persons with disabilities.

THRIVING ON CHAOS Handbook for a Management Revolution

Tom Peters

New York: Alfred Knopf, 1987. \$19.95, 561 pp.

Although not new to the business community, Tom Peters is fast becoming a leader in non-profit businesses, of which supported employment is a prime example. I provide consultation to management personnel within rehabilitation agencies, and the principles in this book surface time and time again. Peters' theme of quality in management stands out on every page. Individuals in management positions in supported employment will benefit tremendously from the advice contained in this publication.

General highlights

- Summaries are at the beginning rather than the end of chapters (the traditional format). This placement gives the reader a helpful overview.
- Audio cassettes are available as an adjunct learning tool for the material in this book. Managers who frequently travel during the week will find this mode of learning a plus.

- Summaries of interviews with successful managers permeate the book. Peters draws his conclusions from the accumulation of feedback from successful managers.
- The customer is king. The parallel in human services is that the worker with a disability is the primary customer. She or he is the boss.
- Practical advice for using the key points is contained in each chapter.
- Peters is the Saul Alinsky of quality. As Alinsky was to the human rights movement, Peters is to management with an emphasis on quality.
- A superb index system and a notes section explain how Peters obtained the information that leads to the conclusions he makes in each chapter.

Specific areas of excellence

- On the inside of each cover Peters provides a quick summary of the book in outline form titled "Prescriptions for a World Turned Upside Down."
- Peters borrows ("creatively swiped" are his words) an illustration from a professor at the University of Michigan who describes the circles of excellence within an organization. There are four concentric circles: generic, expected, augmented, and potential. In supported employment terms, *generic* services are what everyone provides. *Expected* services are those activities offered by an agency that community members begin to expect as a normal course of action. *Augmented* services are the little extras that agencies may provide with standard services. *Potential* services are those activities that, when they occur, lead community members to say, "Wow, this is terrific!"
- The section on innovation is especially relevant to supported employment. The pioneers of this movement (see the accompanying Rusch review) appeared to have followed the advice in this chapter. Five headings within this chapter include (1) pursue team product/service development,

- (2) support committed champions, (3) support fast failures, (4) create a corporate capacity for innovation, and (5) "model" innovation/practice purposeful impatience.
- Peters' advice for leadership is simple: delegate and provide more incentives for front-line employees to take ownership of their work. In supported employment, the role and position of employment specialist must take on a new sense of professionalism and ownership of the process of providing supports for individuals with disabilities.
- Creating a vision for the future and steadfastly following that vision fits supported employment like a glove. The enhancement of the quality of life for persons with disabilities through work must be the overriding vision of employment services.

Areas in which this publication could be improved

- Sometimes it is difficult to make the transition from business examples to public, non-profit situations, although at the conclusion of many sections Peters has a segment titled "Public Parallels."
- The content may at first appear overwhelming to digest and implement, but this is a book that will be reread many times.

Common threads throughout this publication

- The customer is number one.
- Conclusions are drawn from the experiences of successful managers.
- If a company (agency) is not in the process of getting better, it is in the process of getting worse!

Recommended usefulness for rehabilitation professionals

- Sections of this book should be discussed once a month at management staff meetings within rehabilitation agencies.
- This book should be required reading for all executive directors.

DESIGNING SECONDARY EDUCATION AND EMPLOYMENT TRAINING PROGRAMS FOR STUDENTS WITH SPECIAL NEEDS

W.E. Kiernan, C. Peschl-Paquet, D. Bergeron, J. Butterworth, M.S. Moon, R. Friedlander, J. Carter, and K. Knutson

Boston: The Training and Research Institute for People with Disabilities, 1989. \$27.00, 214 pp.

Rehabilitation professionals must be current on the best practices for the transition process from school to the world of work. This publication acquaints the reader with the essential ingredients of this process for persons with diverse disabling conditions. The authors have developed previous work into a comprehensive, informative format. The consistency of quality from chapter to chapter is commendable.

General highlights

- Produced in a three-ring binder, the ten chapters are divided by tabs for easy access.
- Graphics, tables, and illustrations are of exceptional quality.
- Most chapters include a wide range of forms that the reader can adapt for particular purposes. These forms are in a concise and easily understood format.
- Key references are included at the bottom of pages for quick perusal.
- The beginning of each chapter has advanced organizers: "After reading this chapter you should be able to: . . ."
- The breadth of topics that is covered in one resource is commendable.
- The language of this publication is not laden with professional jargon and is easily comprehended by experienced practitioners as well as those new to the field of supported employment.

Specific areas of excellence

- An excellent discrimination between time-limited and ongoing support services is provided in the introductory chapter.

- There is an in-depth discussion of critical variables in the job placement process. Advice is given on making initial contacts with employers. In addition, guidelines are listed for functional, situation assessments to obtain a profile of a prospective worker that is as accurate as possible. The emphasis during the assessment process is on the supports that will be necessary to assist a worker rather than an identification of what the worker is unable to do.
- Several chapters have tables listing common questions asked about the content area. A concise response follows each of these questions. The authors are keenly aware of the questions that readers will encounter as they provide supports for persons with disabilities.
- A comprehensive identification of what to expect during the first few weeks of a placement is welcome reading for the novice in the supported employment process. The authors have accumulated a wealth of information and translated this information into a "You can expect — to occur, so be prepared" format.
- U.S. Department of Labor requirements are clearly detailed, and common concerns in this area are addressed.
- One chapter is aptly titled: "The Who, What, Why, & When of Transition." An excellent historical perspective is provided with comments on the various supports that have evolved as part of this process.

Areas in which this publication could be improved

- At times, the examples and information are limited to a Massachusetts audience. For example, there is an in-depth discussion of Chapter 688, the "Turn 22 Law."
- In the coverage of instructional strategies, there is a discussion of prompting sequences. An inexperienced reader might conclude that the sequence of prompts provided as an example is the recommended sequence for all prompting sequences. The individual learning style and history of successful acquisition

of skills determines what ingredients are included in a prompting sequence.

Common threads throughout this publication

- Transition is a planning process with multiple components that need to be synthesized into a longitudinal, comprehensive system.
- There is increasing evidence throughout the country that the basic ingredients described in this publication increase the probabilities of successful employment for persons with disabilities.

Recommended usefulness for rehabilitation professionals

- To this reviewer, this book is the most comprehensive, thorough writing on transition-planning in the country.
- This book should be required reading for all rehabilitation professionals who are either involved with or concerned about the transition of students with disabilities from school to the world of work.

A WHACK ON THE SIDE OF THE HEAD How to Unlock Your Mind for Innovation

Roger von Oech

New York: Warner Books, 1990 (2nd ed.). \$12.95, 196 pp.

At first, this book may appear to be an unlikely candidate for a review in this journal. However, during an in-service at a local rehabilitation agency, an employment specialist requested a resource and I suggested this book. He later informed me that it was one of the best he had read and that it directly related to developing creative options to the challenges of his work. When you read this publication, you will also want to purchase the companion book, *A Kick in the Seat of the Pants*.

General highlights

- The examples are from everyday experiences and thus are easily understood by readers at all levels within an organization.
- Chapters are organized around the ten "mental locks" to creativity.
- Diagrams and illustrations provide excellent support for the text.
- Staff development specialists within rehabilitation facilities can readily adapt the activities for in-services and staff orientations.

Specific areas of excellence

- The brainstorming process is highlighted with ingenious methods to facilitate initial reactions to challenging situations.
- Metaphors are used to compare one's current occupation or work with activities of common knowledge to all.
- Readers are alerted to the importance of patterns and trends in data and the conclusions that may or may not be accurate based on these trends.
- "What if?" statements encourage readers to perceive challenges from multiple perspectives.
- Ambiguity, paradox, and humor are used as tools to heighten the creative process.

Areas in which this publication could be improved

- I wouldn't change a thing.

Common threads throughout this publication

- Creativity and innovation are learned behaviors that must be practiced to be strengthened.
- The quantity of initial ideas to a challenge is more important than the "right" answer.
- The connections we make in our lives often have an immediate impact on the quality of the decisions we make in our daily challenges.

**Recommended usefulness for
rehabilitation professionals**

- When problem-solving groups are formed around a common challenge, all participants should first read this book.
- This book is an excellent first step in discovering the literature on creativity and innovation.