

# General Introduction to the Pfeiffer Library

## About Jossey-Bass/Pfeiffer

Since 1968, Jossey-Bass/Pfeiffer (formerly University Associates, Inc., and now an imprint of Jossey-Bass Inc., Publishers) has been committed to publishing in the broad field of human resource development (HRD). The organization has earned an international reputation as a leading source of practical publications that are immediately useful to today's facilitators, trainers, consultants, and managers. These materials are designed for the HRD practitioner who wants access to a broad range of training and intervention technologies as well as background in the field.

## Celebrating Years of Expertise

The *Pfeiffer Library* celebrates years of expertise with a compilation of bestselling Jossey-Bass/Pfeiffer products, including materials from the following sources:

- 1972–1997 Annuals
- Volumes I–X of the Handbooks of Structured Experiences
- University Associates Training Technologies
- Theories and Models in Applied Behavioral Science

These materials have been reedited and reorganized to form one comprehensive resource, categorized according to the following topics (the design of the entire Library is represented graphically on the grid found in the Main Menu):

Customize in Word

Main Menu

Introduction

Credits

Help



Customize in Word

Main Menu

Introduction

Credits

Help

- **Individual Development:** Materials on personal awareness, growth, change, risk taking, sex roles, diversity, stress, and life/career planning.
- **Communication:** Materials on communication styles and approaches, coaching, confrontation, feedback, and negotiation.
- **Problem Solving:** Materials that focus on techniques for generating alternatives, sharing information, understanding conflict, reaching consensus/synergy, and action planning.
- **Groups:** Materials about how groups work, competition/collaboration, conflict, and negotiating/bargaining.
- **Teams:** Materials that relate to team-building and team-development issues and concerns.
- **Consulting:** Materials that address organization development (OD) theory and practice and interface with clients.
- **Facilitating:** Materials relating to skills of the facilitator, from needs assessment through closing.
- **Leadership:** Materials involving leadership styles, ethics, interviewing/appraisal, motivation, and diversity/stereotyping.
- **Training Technologies:** Materials that offer background and techniques for using experiential learning activities; inventories, questionnaires, and surveys; and presentation and discussion resources.
- **Theories and Models in Applied Behavioral Science:** Descriptions of theories and models that apply to individuals, groups, management, and organizations.
- **Keyword Index:** Index to the *Library*, with keywords organized alphabetically and linked by volume.

The *Pfeiffer Library* can be used in a variety of ways. It can be studied for its collected information on HRD. Trainers and consultants can use it for design ideas for workshops,



Customize in Word

Main Menu

Introduction

Credits

Help

seminars, and OD or HRD interventions. All types of materials related in subject matter can be easily identified and selected. For example, by consulting the grid that begins this program, a trainer who wants activities, instruments, and handouts on the topic of communication would learn to check the three volumes of the *Pfeiffer Library* that deal with communication. Individual pieces can be located in the index, either by title or by author. In addition, the keyword index makes it possible to locate activities, instruments, and articles that address specific topics.

## Overview of the Pfeiffer Library

### *Experiential Learning Activities*

Experiential learning activities are infinitely varied and variable. Activities should be selected based on the participants' needs and the facilitator's competence. Within a particular category, many activities might accomplish similar goals and be adapted to suit the particular needs of a group. However, for the activity to address the needs of the participants, the facilitator must be able to assist the participants in successfully processing the data that emerge from that experience.

As you have seen on the grid, within the *Pfeiffer Library*, the following volumes and topics apply to experiential learning activities:

1. Individual Development
4. Communication
7. Problem Solving
10. Groups
11. Teams
14. Consulting and Facilitating
18. Leadership
21. Training Technologies for Experiential Learning Activities



## ***Inventories, Questionnaires, and Surveys***

Instrumented survey-feedback tools give the participants opportunities to develop an understanding of the theories involved in the dynamics of their own group situations—understanding that will increase their involvement. Instruments allow the facilitator of a small group to focus the energies and time of the participants on the most appropriate material and also to direct, to some extent, the matters that are dealt with in a session. In this way, the facilitator can ensure that the issues worked on are crucial, existing ones rather than less important ones that the members may introduce to avoid grappling with the more uncomfortable issues.

Within the *Pfeiffer Library*, the following volumes and topics apply to inventories, questionnaires, and surveys:

- 2. Individual Development**
- 5. Communication**
- 8. Problem Solving**
- 12. Groups and Teams**
- 15. Consulting and Facilitating**
- 19. Leadership**
- 22. Training Technologies for Inventories, Questionnaires, and Surveys**

## ***Presentation and Discussion Resources***

Learning based on direct experience is not the only kind of learning appropriate to human-interaction training. A practical combination of theory and research with experiential learning generally enriches training and may be essential in many types of cognitive and skill development. Affective and cognitive data support, alter, validate, extend, and complement each other. Each facilitator needs to develop a repertoire of theory and background that he or she can use in a variety of situations.

Customize in Word

Main Menu

Introduction

Credits

Help



Within the *Pfeiffer Library*, the following volumes and topics apply to presentation and discussion resources:

- 3. Individual Development
- 6. Communication
- 9. Problem Solving
- 13. Groups and Teams
- 16. Consulting
- 17. Facilitating
- 20. Leadership
- 23. Training Technologies for Presentation and Discussion Resources

### ***Theories and Models***

A theory is an explanation of causal relationships; a “model,” on the other hand, refers primarily to a graphic representation of a system or process and the relationships among its elements. Presenting theories and models in a training session provides a frame of reference for an experience that gives it meaning and connects it with other realities.

Within the *Pfeiffer Library*, the following volumes describe theories and models in applied behavioral science:

- 24. Individual
- 25. Group
- 26. Management
- 27. Organization

Customize in Word

Main Menu

Introduction

Credits

Help



Customize in Word

Main Menu

Introduction

Credits

Help

## Conclusion

Change remains an unchanging feature in modern life, and the rate of change continues to accelerate faster than the human capacity for accepting and integrating it. Experiential learning addresses how adults learn and change best—through active involvement. Research studies estimate that adults remember 10 percent of what they hear and 25 percent of what they see. However, they remember 90 percent of what they do. Seeing and hearing create the potential for new behavior, but new behavior comes about only by taking action. Experiential learning consists of doing something, looking back at it critically, gaining insights, and putting the results to work.

The *Pfeiffer Library* represents the single most comprehensive set of experientially based resource materials available to human resource facilitators, trainers, and consultants. It exemplifies a commitment to experiential learning and to providing a stimulating source of ideas and a wealth of practical and varied materials. As the preface to the *1974 Annual Handbook for Group Facilitators* noted, “In addition to our abiding belief in the wide distribution of human relations training materials, we also experience a constant undercurrent of excitement and challenge as we create, collect, collate, use, and disseminate this emerging technology.” This statement remains as true at Jossey-Bass/Pfeiffer today as it was in 1974.

