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Organization Development in the Largest Global Organization

The History of OD in the U.S. Military

Robert L. Reinhard, Drahner Enterprises; Peter F. Sorensen, Benedictine University; Therese F. Yaeger, Benedictine University

2022. Paperback 978-1-64802-727-7 \$45.99. Hardcover 978-1-64802-728-4 \$85.99. eBook 978-1-64802-729-1 \$74.

The U.S. military, as the core constituent of the Department of Defense, collectively represents the largest and most complex organization on earth. As such, the U.S. military implemented the largest formal OD programs in the world. These programs, from inception to present day, utilized diverse and evolving OD intervention typologies to garner congruence with the environment. The research for this book, accomplished using an inductive, grounded theory approach, examined the initiatives that fostered the use of OD intervention typologies. The findings revealed three major epochs of OD interventions that span a 50-year timeline. The epochs include: (1) Traditional OD; (2) Total Quality Management (TQM); and (3) Continuous Process Improvement (CPI). The epoch of Traditional OD represents the use of human process interventions while TQM and CPI represent the use of technostructural interventions. In the end, the relationship between organization design and culture, and the selection of OD intervention typologies, were best explained using variables that explicate diverse environmental occurrences that influenced senior military leaders' perceived need for specific OD interventions. These perceived needs were predicated on the requirement to exploit vital resources in an effort to bolster warfighting operational readiness in support of the American citizenry.

CONTENTS: Foreword, *Peter F. Sorensen and Therese F. Yaeger*. CHAPTER 1: Introduction. CHAPTER 2: OD and the Organization. CHAPTER 3: The U.S. Military Organization. CHAPTER 4: Organization Design. CHAPTER 5: The U.S. Military From an Organization Design Perspective. CHAPTER 6: Societal and U.S. Military Culture. CHAPTER 7: OD Interventions. CHAPTER 8: Conceptual Framework. CHAPTER 9: A Posteriori Literature Review. CHAPTER 10: Epoch One, Traditional OD and Human Process Interventions. CHAPTER 11: Epoch Two, TQM and Technostructural Interventions. CHAPTER 12: Epoch Three, CPI and Technostructural Interventions. CHAPTER 13: Analysis of Findings. CHAPTER 14: Conclusions.



An Introduction to Professional and Executive Coaching 2nd Edition

Sheila Boysen-Rotelli, Lewis University

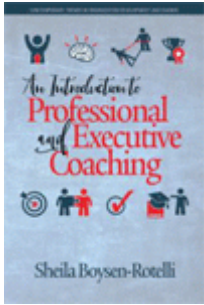
2021. Paperback 978-1-64802-250-0 \$45.99. Hardcover 978-1-64802-251-7 \$85.99. eBook 978-1-64802-252-4 \$74.

The coaching profession is growing and innovating. According to the International Coaching Federation (ICF), coaching earns over \$3 Billion per year with over 100,000 practitioners of coaching. This book is for both practitioners and scholars of executive coaching. Coaching is an exciting and powerful skillset that allows individuals to empower others and helps individuals to generate awareness that opens the door for great levels of success.

The approach of this book is to look at the theoretical framework of coaching as it applies to the actual practice of coaching others and groups.

It is important to ground practice in theory and research to bring together the researched framework to help to inform the approach. There is an old proverb that states: "Theory is when you know everything but nothing works. Practice is when everything works but no one knows why." The approach of this book will enable the student with the theory, the processes and the skills to coach in a way that works and to be able to understand the why behind the success as well as make it replicable.

CONTENTS: Foreword. Preface. CHAPTER 1: Coaching Overview and Definition. CHAPTER 2: The Evolution of Coaching. CHAPTER 3: The Different Models of Coaching. CHAPTER 4: The Process of Coaching. CHAPTER 5: The Role of the Coach. CHAPTER 6: Effective Coaching Skills. CHAPTER 7: The Use of Assessments in Coaching. CHAPTER 8: Establishing Your Practice. Appendix A. Appendix B. About the Author.



An Introduction to Professional and Executive Coaching

Sheila Boysen-Rotelli, Lewis University

2018. Paperback 978-1-64113-254-1 \$45.99. Hardcover 978-1-64113-255-8 \$85.99. eBook 978-1-64113-256-5 \$74.

The coaching profession is growing. According to the International Coach Federation (ICF), coaching earns over \$2 Billion per year in US dollars. The proposed readership of this book is both practitioners and scholars of executive coaching. It will also fill the current gap of a universal textbook that can be used in higher education coaching curriculum.

The International Coach Federation (ICF) conducts a global study every four years. The 2016 study found that there are over 100,000 practitioners of coaching across the world. It also found that almost all coach practitioners received some form of coach specific training. There are over 1,500 ICF approved coach training programs. Currently, there is not a consistent set of textbooks or resources that are used by these programs.

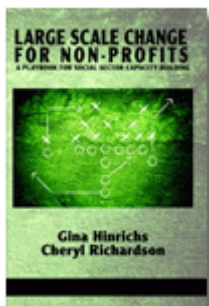
This textbook is for the developing coach practitioner as well as the experienced coach practitioner that would like to develop further. Coaching is an exciting and powerful skillset that allows individuals to empower others and helps individuals to generate awareness that opens the door for great levels of success.

The approach of this book is to look at the theoretical framework of coaching as it applies to the actual practice of coaching others and groups. It will also take the approach of covering the comprehensive coaching curriculum that is ingrained in the 11 core competencies of coaching and will also provide an overview of building a coaching culture in an organization as well as how to build an independent coaching business. The International Coach Federation (ICF) 11 core competencies are the most widely accepted coaching framework in the industry and profession of coaching.

It is important to ground practice in theory and research to bring together the researched framework to help to inform the approach. There is an old proverb that states: "Theory is when you know everything but nothing works. Practice is when everything works, but no one knows why." The approach of this book will enable the student with the theory, the processes and the skills to coach in a way that works, and to be able to understand the why behind the success as well as make it replicable.

It is the author's hope that the readers of this book will find information that is relevant, helpful and even challenging in ways that increase their personal growth and development as coaches.

CONTENTS: Foreword. Preface. CHAPTER 1: Coaching Overview and Definition. CHAPTER 2: The Evolution of Coaching. CHAPTER 3: The Different Models of Coaching. CHAPTER 4: The Process of Coaching. CHAPTER 5: The Role of the Coach. CHAPTER 6: Effective Coaching Skills. CHAPTER 7: The Use of Assessments in Coaching. CHAPTER 8: Establishing Your Practice. Appendix. About the Author.



Large Scale Change For Non-Profits A Playbook For Social Sector Capacity Building

Gina Hinrichs; Cheryl Richardson

2015. Paperback 978-1-68123-041-2 \$45.99. Hardcover 978-1-68123-042-9 \$85.99. eBook 978-1-68123-043-6 \$74.

The impetus to purchase this book is to provide social profit leaders, change agents, and new organization development (OD) practitioners who need a simple "Monday-ready" tool kit so they can help their social profit organization build capacity. A complete large scale change approach is offered.

This practitioner's playbook contains tactics and tools that can be experimented with by the social profit improvement team. A playbook allows the team to create, explore, and master without fear while learning. What is contained in this playbook has been tested across many for-profit and non- (social) profit organizations. It is designed to be a bridge for OD

theories that have informed the work to field ready tools for large scale change. This book provides both explicit and tacit knowledge. The contents in this book have been tested in social profit projects.

CONTENTS: Preface. **PART I: STRENGTH-FOCUSED CYCLES OF CAPACITY BUILDING** Introduction. **PART II: CYCLES OF CAPACITY BUILDING** Phase 1: Visioning the Future. Section 2: Inquire. Phase 2: Designing the Future. Section 4. Phase 3: Actualizing the Future. Implement. **PART III: RESOURCES** Resources.



Critical Issues in Organizational Development Case Studies for Analysis and Discussion

Homer H. Johnson, Loyola University Chicago; Peter F. Sorensen, Benedictine University; Therese F. Yaeger, Benedictine University

2013. Paperback 9781623963255 \$45.99. Hardcover 9781623963262 \$85.99. eBook 9781623963279 \$74.

This case study book provides 30 cases and responses from 90 OD consultants with expert insights specific to each particular case topic. This book is the culmination of ten years of collaboration between the Homer Johnson, Peter Sorensen and Therese Yaeger, and the OD Network that originally printed these cases in the OD Practitioner. Now with the 30 case studies compiled in one OD resource book, both practitioners and academics can experience an OD challenge and value the differing responses from OD experts.

CONTENTS: Introduction, *Homer H. Johnson, Therese F. Yaeger, and Peter F. Sorensen*. **SECTION I: STRATEGY.** Recognizing the Value ... and Values ... of Organization Development, *Therese F. Yaeger and Peter F. Sorensen*. Measuring Organization Development's Success: XYZ and Organization Development, *Therese F. Yaeger and Peter F. Sorensen*. Exploring Large Group Interventions, *Therese F. Yaeger and Peter F. Sorensen*. Prescribing a Healthy Dose of Organization Development for Healthcare, *Therese F. Yaeger and Peter F. Sorensen*. Quality Initiative in the Pathology Lab, *John Nicholas and Homer H. Johnson*. Anticipating Major Resistance in Metro City, *Homer H. Johnson and Tony Colantoni*. Solving an Human Resources Problem at Metro Transit, *Homer H. Johnson and Michael F. McGovern*. **SECTION II: RESOURCES AND THE BOTTOM LINE.** Today's Challenging Times and the Role of Organization Development, *Therese F. Yaeger and Peter F. Sorensen*. Implementing the Triple Bottom Line ... Or Not? *Homer H. Johnson*. Leveraging Organization Development: Strategies for Limited Resources, *Steven P. Jones*. The Case of the Ideal Organization Development Job, *Homer H. Johnson and Chris Pett*. The Sustainability Initiative at Metro Charity Hospital, *Homer H. Johnson*. **SECTION III: POWER AND ETHICS.** Power and Ethics: Unethical Use of Power, *Therese F. Yaeger and Peter F. Sorensen*. Some Questionable Practices at County General, *Homer H. Johnson*. The Case of 360 Reviews at Electronics Division, *Homer H. Johnson*. You Walked Into a Political Mine Field, and I Hope You Survive, *Homer H. Johnson*. The Transition Isn't Working! *Homer H. Johnson and Anthony Colantoni*. **SECTION IV: CONFLICT.** The Case of Food Service, *Homer H. Johnson*. Do You Want to Work for a Jerk? *Homer H. Johnson*. Resolving Conflict at InSo, *Homer H. Johnson*. Resolving Conflict at Walberg Bank Group, *Homer H. Johnson*. A Case of Competition at Centri-Pharm, *Peter F. Sorensen and Therese F. Yaeger*. Bad News at Great North Insurance, *Homer H. Johnson*. Rioting in the Third Ward, *Homer H. Johnson and Richard T. Johnson*. **SECTION V: GLOBAL ORGANIZATION DEVELOPMENT AND CULTURE.** A Case of Too Much Diversity? *Homer H. Johnson*. Implementing "No Child Left Behind": Is There a Role for OD? *Jan Rashid and Homer H. Johnson*. The Camwell High School Case, *Homer H. Johnson*. Organization Development's Role When Going Global, *Therese F. Yaeger and Peter F. Sorensen*. Implementing a Global Corporate Strategy: The Role of Organization Development, *Therese F. Yaeger and Peter F. Sorensen*. Organization Development in Africa, *Therese F. Yaeger and Peter F. Sorensen*. About the Authors/Editors.



Educating the Scholar Practitioner in Organization Development

Deborah A. Colwill

2012. Paperback 978-1-61735-665-0 \$45.99. Hardcover 978-1-61735-666-7 \$85.99. eBook 978-1-61735-667-4 \$74.

Organization Development (OD) is a young social science. Little has been written on the intentional development of OD

professionals. As a young field of inquiry it is important to understand how the future leaders of the field of OD are being developed. The focus of this work explores the education of scholar practitioners in OD. The research upon which this document is based examined the impact that professional research doctoral programs (affiliated with the field of OD) had on the learning and professional development of select doctoral graduates. Alumni reported important elements of their educational experience that contributed to their professional and personal growth. The nature of these educational elements suggest processes or methods of teaching that may be transferable to training OD professionals in a broader context outside of higher education. Even more directly this research provides well informed feedback to administrators and faculty of professional research doctorate programs from the alumni about their educational experience. This feedback could be used to advance both program and course development in universities that offer these types of degrees. The intended audience of this work includes practitioners of OD, professors of OD and management, faculty and administrators of doctoral education, talent management and leadership development professionals, and adult educators.

CONTENTS: 1. Introduction. **PART I: BACKGROUND LITERATURE** 2. Doctoral Education. 3. The Doctoral Student. 4. Achieving Learning. **PART II: RESEARCH FINDINGS** 5. Faculty Perspectives. 6. Alumni Perspectives. 7. A Synthesis of Findings. **PART III: IMPLICATIONS OF THE RESEARCH** 8. Developing OD Practitioners. 9. Developing Scholar Practitioner Doctoral Students. 10. Toward a Culture of Learning. Appendix 1: Research Methodology. Appendix 2: Further Research. References. Author Bio.



Creating Opportunities for Change and Organization Development in Southern Africa

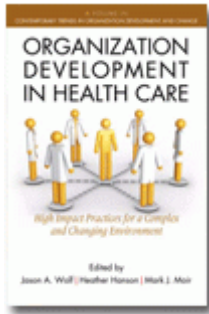
Dalitso Samson Sulamoyo, Illinois Association of Community Action Agencies

2012. Paperback 9781623960315 \$45.99. Hardcover 9781623960322 \$85.99. eBook 9781623960339 \$74.

This book takes the position that successful OD applications in cross-cultural settings are predicated on the ability of OD experts to localize them for purposes of suiting local conditions and context. Cultural frameworks have been utilized by global OD experts to understand the general cultural settings of environments in which they are working and applying OD techniques. However, the complexities of culture within organizations, communities and countries may not always be understood within these cultural frameworks and models. Assumptions of culture based or reliant on models alone can impede the successful applications of OD. The author discusses the role of cultural translations of OD techniques within a southern African context. It examines the approach of western consultants in a southern African environment as well as the approach of local southern African consultants as they interact with western developed OD applications in their own local environments.

The book uses three methods for conveying the opportunities and experience of OD in southern Africa: research, practitioner point of view, and storytelling. The author recognizes the works of renowned African scholars in the field of management as well OD practitioners carrying out innovative and pioneering work in southern Africa. Their work may not have had much exposure in the West; however, their contributions to the field of management should be recognized. OD is discussed in this book as an opportunity for change and development for southern African countries that are in democratic transitions, post conflict environments and on a path of development. The future of OD is explored within the context of economical, global and political emerging issues. The time is right for change and development in southern Africa with OD as the driving force.

CONTENTS: Foreword. Preface. Acknowledgements. 1 Understanding OD. 2 Underlying Assumptions and Values of Southern African Culture. 3 The Practice of OD and Africanism. 4 Cultural Models. 5 Meta-Analysis of OD Case Studies from Malawi. 6 The Future of OD in Southern Africa. Appendix: Literature Review on Organization Development Studies from Malawi and South Africa. About the Author.



Organization Development in Healthcare A Guide for Leaders

Jason Wolf, The Beryl Institute; Heather Hanson, Kaiser Permanente; Mark Moir, Sanford Health-MeritCare

2011. Paperback 978-1-61735-351-2 \$45.99. Hardcover 978-1-61735-352-9 \$85.99. eBook 9781617353536 \$74.

In a world saturated with the “how tos” of OD, there is a void of evidence-based resources for both organizational leaders and OD scholar-practitioners to use as a guide while navigating the complex and chaotic environment of healthcare. This handbook has been created to fill this space and provide a resource for this vital audience at a time of great change and greater potential in the healthcare arena.

The handbook will focus on the critical nature of OD in healthcare and how it applies in this unique environment; examining its broad use from hospitals to corporate offices and from small systems to multinational corporations. The book will provide research-based, practical processes and methods, while sharing compelling cases of how the compassion and care associated with healthcare is wound tightly with the OD work it encompasses. The handbook will also offer a comprehensive look at the role OD plays in the critical issues and significant changes facing healthcare today.

The handbook overall is a small part history and a small part predictions surrounding very practical and applicable uses of OD in healthcare. Through the sharing of engagement processes, revealing outcomes and connecting each concept to a living case of how OD has impacted the healthcare field, this handbook provides a unique resource for OD and HR professionals, healthcare executives, MHA students and the academic community.

CONTENTS: Foreword, Therese Yaeger and Peter Sorenson. Introduction, *Jason A. Wolf, Heather Hanson, and Mark J. Moir.* **PART I: CHANGE.** Understanding the Multifaceted Nature of Change in the Healthcare System, *Dawn E. Bowden and Stanley J. Smits.* Developing a Change-Ready Organization: Building Internal Capacity for Change, *Stacy B. Cupisz, Joanne Schlosser, Beth B. Stiner.* Guiding Health System Change: Leadership Strategies for Organization Development, *Josephine M. Kershaw and William E. Ruse.* **PART II: LEADERSHIP.** The Strategic Role of Organization Development in Talent Management and Transforming Leadership: CEO and OD Executive Perspective, *Rosa M. Colon-Kolacko.* The Multidisciplinary Healthcare Leadership Model, *Charlotte D. Lofton and Howard O. Straker.* Collaboration in Healthcare: A Complex Proposition for One Leadership Team, *Daniel J. Dangler and Susan Burns-Tisdale.* **PART III: ENGAGEMENT.** Promoting Employee Engagement, *Tabitha Moore.* Intrinsic: The Missing Link to Creating a Culture of Wellbeing and Employee Engagement, *Rosalind Ward.* **PART IV : NEW VIEWS.** Leading Important Conversations: The Schwartz Center Rounds®, *Kathryn Kaplan.* The Value of Appreciative Intelligence in the Culture of Senior Living, *Diane Dumas.* Span of Control: Designing Organizations for Effectiveness, *Kelly Topp and Jon H. Desjardins.* Innovation and Engagement: What Works When Diligence and Good Intentions Are Not Enough, *Lisa Kimball and Carlos R. Arce.* Organization Development in the New Age of Healthcare Reform, *Diane L. Dixon.* Learning to Resist “Resistance to Change” in Academic Medicine, *Marvin Weisbord.* Organization Development in Health Care: The Dialogue Continues, *Heather Hanson, Mark J. Moir, and Jason A. Wolf.*



Optimizing Talent What Every Leader and Manager Needs to Know to Sustain the Ultimate Workforce

Paul H. Eccher; Linda D. Sharkey

2011. Paperback 978-1-61735-233-1 \$19.99. Hardcover 978-1-61735-234-8 \$34.99. eBook 9781617352355 \$74.

Optimizing Talent is the must have book for every leader and manager looking to sustain the ultimate workforce. Linda and Paul show what works and what doesn't in talent initiatives to drive business outcomes. This book is a call to action to transform how you think about talent, how you develop and retain talent and how you measure the impact of talent initiatives on the bottom line.

CONTENTS: Preface. Foreword. Acknowledgements. 1 Getting Started. 2 Overview of the Talent Optimization Framework and Survey. 3 Optimizing the Talent Pool: Results and Findings. 4 Leadership and Culture: The Glue that Holds the

Organization Together. 5 Strategic Alignment: The Underpinnings of the Organization. 6 Talent Assessment: The People-Strategy-Performance Link. 7 Performance Management: The Fallacy of the Current Systems. 8 Learning and Development: Maximizing the Talent Pool. 9 Human Resources Capability: The Keeper of Culture. 10 Talent Data Analytics: High-Impact Measurement that Matters. 11 Pulling It All Together: Becoming a Talent Optimizer. About the Authors



Strategic Organization Development Managing Change for Success

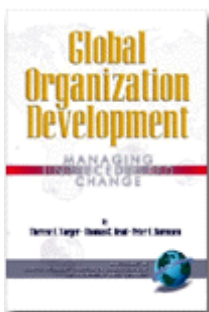
Therese F. Yaeger, Benedictine University; Peter F. Sorensen, Benedictine University

2009. Paperback 978-1-60752-210-2 \$45.99. Hardcover 978-1-60752-211-9 \$85.99. eBook 9781607523352 \$74.

This second volume in the Contemporary Trends in Organization Development and Change Series addresses one of the most complex and important issues for management and organization development today -- how to plan for and create an organization capable of not only competing but excelling in an almost impossibly turbulent and uncertain environment.

The book brings together a series of articles by practitioner-scholars. Those authors who have the responsibility for helping their organization create the future, and who also have the responsibility of helping us conceptually understand the process of strategic OD. In this book, you can sense the value of both of these voices - the practitioner and the scholar. These authors include organization development executives from global Fortune 500 organizations, major community service organizations, major academic contributors to the field, and OD practitioners from major consulting firms. Each author makes a unique contribution by providing strategies for planning the future, implementing change, and creating organizational capabilities for sustained success. New and current models for strategic organization development and candid discussions of issues, difficulties, and ways of coping with unanticipated events are provided. This book is dedicated to contributing to a better understanding and sharing of how major corporations, community service organizations, and OD consultants are experiencing and working with one of the most important organizational problems of today - how to manage change for success.

CONTENTS: This book begins with an overview of strategic organization development, past, present and future, and discusses the evolution of strategic OD within the context of the history of the field of OD. A second section is dedicated to strategic OD within a global context. Here such issues as planning and implementing strategic OD in a multinational environment are discussed. A third section presents new models of strategic planning and change, based on experiences of both corporate OD executives and OD consultants. An additional section addresses the role of the OD practitioner in building organizational competencies for the future through organizational change, culture change, and talent management. A final section presents a summary and synthesis of the current state of the role of OD in helping organizations manage change for success.



Global Organization Development Managing Unprecedented Change

Peter F. Sorensen, Benedictine University; Thomas C. Head, Roosevelt University; Therese F. Yaeger, Benedictine University

2006. Paperback 978-1-59311-559-3 \$45.99. Hardcover 978-1-59311-560-9 \$85.99. eBook 9781607527947 \$74.

The purpose of this book is to address one of the most rapidly growing and important areas in the field of organization development. Despite its importance, relatively little is known about international and global organization development. This book is designed to summarize and apply the existing knowledge in international and global organization development in such a fashion as to provide insight, knowledge, and application in a way that is most helpful to the organization development professional who is interested in, or working in, the field.

The book incorporates models of cultural differences, which are identified and expanded in terms of the implications for the practice of organization development. (1) It explores cultural values in terms of differences in resistance to change, the

nature of leadership roles, organizational structure and the application of such organization development techniques as team building, survey feedback, job redesign, and large group methods. (2) It explore successes in both developed and developing countries. (3) It provides a list of competencies both for basic knowledge and skills and their extension to international work. It explores the match between organization development interventions and national cultural values. (4) It explores the role of economic development and legal and political structures for global organization development practitioners. It deals with the issue of culture specific versus universal organization development techniques. (5) It incorporates stories from pioneers in the field as well as more recent members of the organization development community. (6) It uses illustrations from award-winning international projects. (7) It draws on a substantial amount of work undertaken by the authors including over one hundred interviews with leading organization development professionals, surveys of organization development professionals, articles and books on international/global organization development and the authors' own international research including an award winning international case.

CONTENTS: Organization Development In a Changing World. Fundamental Issues in Global Organization Development. Context For Practice of Global Organization Development. National Culture Values, Economic Development and Legal Considerations. The Role of Economics in Global Organization Development. Legal Issues for Global Consultants. International and Global Organization Development in Review



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