

2005 LEADERSHIP INDEX

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Total Trainer Announcement found on page 12



Orange County Chapter

9852 W. Katella Avenue, #187
Anaheim, CA 92804



Phone: 714.527.4785
Fax: 714.527.4210
Email: office@astdoc.org
Website: www.astdoc.org

Learning Events held monthly. Information is available in the Orangespiel and at www.astdoc.org. ASTD-OC presents topics pertinent to maximizing human potential. Guests welcome!

Change of Address: If you have a new address, please send your changes to the ASTD-OC office.
All changes must be received in writing.

Membership Information

New Member: \$120 (\$100 dues + \$20 one-time processing fee)
Renewal: \$100 annually
Student: \$65 annually (Must prove current full time status. Exempt from processing fee.)
Company: \$350 (+ \$20 one-time processing fee)

Checks, money order, Visa, MasterCard and American Express are accepted as payment.

ASTD is committed to maximizing human potential.

In the spirit of diversity and in accordance with state and federal guidelines, the Society supports the principles of equal opportunity.

Use the Orange County Chapter Code – CH8091

Don't forget your CHIP! Support ASTD-OC!

Every time you register for an ASTD conference or workshop, renew your ASTD International membership, or make a purchase on the ASTD International website, be sure to look for a field called "Chapter Code" or "Source Code," and enter CH8091.

Our chapter will receive a portion of your expense to help with our operating costs, keeping membership fees low!

ASTD-OC Events

Find information on the dates, times, and places of all ASTD-OC events, including Special Interest Group meetings, on the ASTD-OC website! For more information on any of these events, or to sign up for a specific event, go to www.astdoc.org. Select "Events Calendar," and click on the date or event to view event details.

Monthly Learning Events

Not only do our monthly learning events expose our ASTD-OC members to a wide variety of training skills, techniques and strategies, they provide an opportunity to network with other training professionals in the area. Mark your calendar to attend Learning Events the fourth Wednesday of each month, and don't forget to register using the Events Calendar at www.astdoc.org!

Our Summer Leadership Series concludes!

Driving Execution and Engagement Through
SEE-LevelSM Leadership
With John Verdone, DDI

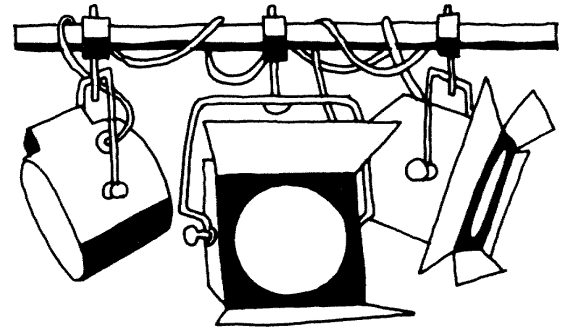
Today's SEE-LevelSM leader—the first-and mid-level leaders most visible to value producing workers—must achieve both flawless *Execution* of their organization's strategies and high levels of *Engagement* among their employees. Yet many of these leaders see this as a paradox—how can they serve both the organization (drive for results) **AND** their employees (engage and empower)?

To learn more about the final topic of the Summer Leadership Series, visit the Events Calendar at www.astdoc.org.

July 27, 2005

At Turnip Rose

11:00 am – 1:00 pm



Spotlight on Leadership

How to Design Competency Based Leadership Training

Does your leadership training get the results you seek?
How do you develop tomorrow's leaders for your organization?

These and more questions will be addressed by Jean Barbazette, president of The Training Clinic following the July 27, 2005 luncheon learning event.

Planning steps to develop leadership training include:

- § Identify the roles and responsibilities of those in leadership positions
- § Identify competencies and skills are needed to work as a leaders
- § Use competencies to assess leaders and develop learning objectives
- § Select appropriate adult learning methods

Mix and Mingle

Mark your calendars for ASTD-OC's Summer Mix & Mingle! Enjoy an Orange County summer evening out on the patio at El Torito in Fashion Island with your friends and associates. There will be happy hour drink specials, and later, if you are inclined, you can treat a good friend, or a new friend, to dinner!

Where: El Torito Restaurant, 951 Newport Center Drive,
Newport Beach.

Phone 949-640-2875.

When: August 10, 2005

5 pm to 7 pm.

Additional details: contact Edward van Luinen, Business Outreach Manager, at 949-293-6657. See you there!

Continued on page 11

SIG Roster

Authors & Writers

Objective: To develop a support system of peers and mentors who can provide guidance during the creative process and to get tips from published writers on writing, editing and getting published.

Contact: Teresa Shuff Trujillo • 714-525-0882
tashuff@aol.com .

Meetings are held the third Tuesday of each month at Mighty Designs—1501 E. Orangethorpe Ave, Suite 130, Fullerton

Career Management

Objective: To provide professional career coaching for those who want to remain current in managing their careers, or who are in the midst of a career transition.

Contact: Tom Porter • 949-250-9541 x301
TPGroup@cox.net

Contact: Denise Greenstien • 99-551-2742
2nd Tuesday monthly • 7:30-9:00 a.m.

Diedrich Coffee—Michelson & Jamboree, Irvine

Coaches

Objective: To provide members with the opportunity to learn more about the coaching process.

Contact: Moty Koppes • 949-721-5732
motykoppes@cox.net

Meeting Dates: 3rd Tuesday, monthly • 12:30-1:30 p.m.

Location: Chapman University Satellite Campus,
Irvine Spectrum: 7545 Irvine Center Dr, Suite 150
Irvine, CA 92618

Community Service & Student Opportunities

Objective: To provide an opportunity for our members to serve their community by donating their time, energy, professional expertise, or resources in the spirit of volunteerism.

Contact: Jen Blakey • 949-720-3154
JBlakey@irvinecompany.com

Contact: Hilary Bendon • 714-743-2995
hbendon@cox.net

Meeting Dates: To be determined

Location: Corner Bakery – South Coast Plaza 3333
Bristol, Santa Ana

Spotlight on SIGs

Researcher and author Etienne Wenger defines a community of practice (CoP) as “a group of people who share a passion for something that they know how to do and who interact regularly to learn how to do it better.” The mission of the OC-ASTD Organizational Development (OD) SIG closely reflects that definition: *To provide a forum for internal and external OD practitioners to network and learn from other professionals in the field.*

As the OD-SIG celebrates its first anniversary, this Spotlight recalls an exciting year of learning, growth and building connections within the Orange County OD community.

Background

The OD-SIG, which held its first meeting on July 13th, 2004, grew out of the Orange County chapter of the OD-Network (ODN). In early 2004, the OC ODN faced a variety of challenges and collectively decided to disband. Many of the members of ODN were also involved in other professional organizations such as ASTD-OC. A decision was made to form an OD Special Interest Group within ASTD, thus preserving a group devoted to organizational development. The ASTD OD SIG honors our history of ODN and has the privilege of active members formerly and currently involved with this remarkable nationwide organization.

The inaugural meeting of the ASTD OD-SIG featured Connie Phillips, Sr. HR Development Specialist with the City of Anaheim, and an original member of the Orange County Chapter of ODN. Connie spoke to the group on “Balancing Values, OD in the 21st Century”. Connie led a dynamic presentation on the possibilities and challenges of the practice of organizational development in today’s environment. She began a conversation thread that resonates in every meeting topic of the OD-SIG.

Participation in the OD-SIG is open to members of ASTD-OC and the OC chapter of the National Human Resource Association (NHRA). Guests are always welcome, and after two meetings, they may continue attending when they join either of the two organizations. Currently, the e-announcement and other communication for the SIG are received by over 180 individuals.

Hold it and they will come

Human resources and organization development professionals are strong advocates of continuous learning,

but adding such self-development to their own schedules can be challenging. The OD-SIG, which meets the first Tuesday of the month from 11:30 a.m. to 1:00 p.m., chose a brown bag seminar format in order to minimize costs and make the sessions more accessible for busy professionals. Meeting over lunch also creates a friendly, communal atmosphere that contributes to networking; members can meet new people and make vital connections in an informal setting.

Chapman University College's Irvine Campus has been very instrumental in nurturing the group by providing a pleasant, functional meeting space and strong support of the group. Pattie Sobczak, Chapman's Irvine Campus Director notes, "The OD SIG has been a lively and vital addition to our campus environment. We are pleased to offer our campus as a location for this important service to the OD community. We look forward to hosting them for a long time!" With esteemed undergraduate and graduate academic degrees in Organizational Leadership and Human Resources, the campus provides a synergistic environment that would be difficult to match in other venues.

Each meeting draws 40 or more professionals who learn together and share best practices. Time for networking and announcements is followed by a one-hour presentation on real-world interventions by local OD experts. Over the past year, the OD-SIG has heard from such speakers as Jennifer McCusker, Ph.D., with Taco Bell, speaking on the topic of *Experience Management*; Christine McCauley with Edwards Lifesciences on *Talent Management*; Linda Denton with Young & Rubicam Brands on *Employee Retention* and Suzy Elliott and Erika Neuhauser with Sony, presenting on *Leadership Development*.

Leadership

Cheri Sherman has served as the SIG leader since its inception. Says Cheri, "When we launched this group, I envisioned a learning community where internal OD practitioners would present solutions to their peers in areas they believed had really made an impact on their organizations. I also wanted people to have a sense of community in this group, to feel that they weren't alone on their journey, and that others cared about their progress and efforts."

Recently, Liz Barbour became co-chair of the SIG. "It's great to be part of this dedicated and energetic group of professionals. I look forward to expanding our shared learning and contributing to the success of the SIG," Liz said.

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Consultants

Objective: To provide professional development and "best practices" information for consultants who want to enhance their consulting skills and build an independent consulting practice.

Contact: Hank Goldman • 714-962-8029

hgoldman@goldman-nelson.com

Quarterly (See ASTD Website) • 4:00 – 6:00 pm

Org Development

Objective: To provide a forum for internal and external OD professionals to network and learn from other professionals in the industry.

Contact: Cheri Sherman • 714-593-6339

csherman@oddw.com

Contact: Liz Barbour • 714-840-9382

ecbarbour@earthlink.net

First Tuesday, monthly • 11:30 – 1:00pm

Chapman University, Irvine Campus

7545 Irvine Center Drive, Suite 150, Irvine

Training & Technology

Objective: Expand members' knowledge regarding the use of technology with learning solutions.

Contact: Judith Norton • 714-726-3834

jnorton@cvc.edu

Contact: Verne Vihlene • 949-582-0937

verne@vihlene.com

Contact: Jessica Drew de Paz • 949-824-6634

drewj@uci.edu

2nd Wednesday, every other month • 4:15 – 6:00 pm

UCI Environmental Health & Safety Bldg

4600 Bison Ave., Irvine

SIG Leader Opportunities

Business Book

Objective: To provide an opportunity for discussion of significant and current literary writings in the field of business, training and development.

Leader: Open. If interested in leading this group, contact Susan Boster, SIGs Manager at 949-387-2279

Mentoring

Leader: Open

If interested in leading this group, contact Susan Boster, SIGs Manager at 949-387-2279

INVOLVE THE CEO!

By Henry H. Goldman, Ph.D.

Chief executive officers must become involved with the implementation of any new management program. In nearly every management innovation from MBO (Management by Objective) and ZBB (Zero Base Budgeting) to TQM and Six Sigma, failures in company implementation may be traced to the CEO's lack of interest, personal involvement, and genuine support. One of the tasks of the management consultant is to secure senior management involvement. Without their firm, visible support, success is unlikely.

I received a telephone call from the executive vice president (EVP) of an international company headquartered in Southern California. He said the company's president and chief executive officer had asked him to invite a management consultant to make a presentation to some twenty-four department heads on a new and hot issue in management. The CEO, it seemed, had read enough about the topic to believe that its implementation might be beneficial to his organization, worldwide.

We scheduled a preliminary on-site meeting. That meeting went well, but the president had been called out of the country at the last minute, and I did not have a chance to meet him. Nevertheless, the EVP and I scheduled a four-hour executive briefing, sort of a kick-off meeting, in order to introduce the program to the department heads and to secure their feedback. In order to insure that the presentation meeting would be given top priority by the participants, I suggested that the meeting be scheduled well in advance and that a letter with the CEO's signature be sent to all those involved, with a copy to our firm. This would help make certain that calendars would remain open for the program's introduction.

With aid of the president's secretary, we scheduled the date for the presentation six months in advance. I made four visits to the company over the next several months. I provided the executive vice president with a copy of my intended remarks, appropriate reading material, and, finally, camera-ready copy for reproduction and distribution to all participants. I still had had no personal contact with the CEO, but was assured that nothing had changed and that priorities had been established. Our meeting was at the top of the list.

I arrived at the corporation's headquarters a full hour early on the appointed day. The room was arranged as I had requested. The audio and visual systems were operating, my slides were in place, coffee and doughnuts were set out. The participants began to arrive around 9:30. The EVP introduced me to the executives as they entered — we shook hands and chatted informally. Each place around the table had a placard with the name of the person who would sit there. A seat reserved for the president was precisely at the center of the table — he was there to introduce me, and the presentation topic.

The phone rang at exactly 9:30. The president was on an important

international conference call; he would be there no later than 9:45. I proposed to the audience that we wait for him. When he had not arrived by 10:00, I began the class without the president there to introduce me. By 10:20, the president's secretary called to advise that we should begin without him; he would be there "shortly."

The participants were visibly unhappy. By 11:00, all interest in my remarks had faded away and so had several of my listeners. I gave up the ghost at 11:30. It was obvious that "since [the president] was too busy to come, it wasn't really all that important."

That was it: no apologies, no rescheduling, and no follow-up. I mailed my invoice and received prompt payment. I wrote a lengthy letter explaining the role of the CEO in such an endeavor. I never received a reply.

An opportunity to move this company forward in terms of management expertise, improved customer service, and an overall increase in service quality was lost because the CEO was "just too busy" to support a program that he had ordered and to which he had only given lip service.



How to involve the CEO!

Many engagements begin with a "shopper." If you are selling the right services, then you move on to the next step. Ask your contact: "Have you discussed this training assignment with your boss?" "Have you spoken with the higher level managers?"

Be certain to determine the real reasons behind the request. Ask: "Why is this particular training necessary?"

Determine follow-up. There is a great deal of difference between training middle managers in a new skill and training senior managers in a program that could change management methods in very significant ways. Ask: "How quickly can this new program be implemented?" "Who will handle the implementation?"

SIG Spotlight

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Cheri and Liz are enthusiastic about the synergy created by their teaming, and they are planning many innovative ways to continue building upon the excellence of the OD-SIG, from communication about the meetings to the topics and types of learning experiences.

What SIG Members are Saying

To get a “pulse” on the OD-SIG, a participant poll was conducted at the May meeting. Participants included internal practitioners, representing a variety of businesses from computers to financial services to non-profits, as well as consultants and OD supplier representatives. In response to a question about what attracts them to the sessions, participant answers were fairly even among the four choices (in descending order of responses): 1) the speaker or topic, 2) staying current with the profession, 3) learning new concepts, and 4) networking.

Participants also reported that they leave the sessions very inspired and have taken new thinking back to work with their teams and clients.

What's next for the OD-SIG?

Building on the momentum of its inaugural year, the OD-SIG can look forward to creating deeper learning and building a strong community among OD professionals across Orange County and the surrounding area. In addition to timely and practical presentations by OD practitioners, upcoming sessions will feature speaker panels and experiential exercises, and offer succession planning, team building, diversity/cross-cultural and other topics designed to support members' professional growth and benefit their organizations.

Be passionate about what you do.

By Rich Wong

Until a couple of months ago, I was the Manager of Training & Development for a major transit organization in Orange County. After ten years of service, I was fully vested and eligible to retire with a benefit of twenty-five percent of my income. Since I just sold my house and bought a New York style loft condo, I figured I could live on my retirement and Social Security. My only concern was whether I would have sufficient health insurance coverage.

Twenty-four years ago, I established a consulting practice as safety net in case I ever found myself in a situation where I didn't enjoy working for an organization. Over the years, the consulting practice has provided me with intellectual stimulation as well as opportunities to learn about performance issues at both domestic and international organizations. Eventually, time constraints forced me to become more selective of clients. I began to raise my fees to winnow out my customers. Rather than discouraging clients, it created greater demand. Clients wanted to know how I had the chutzpah to charge what I did. But they paid, so I began sub contracting work to a few close associates and limited my work to companies I found interesting and enjoyable to work with.

Given my outside consulting business and my interests (college football, golf, and fishing), I retired. The moment I did, I realized that the extra time I spent on the golf course wasn't going to improve my game, and when I do catch fish I end up giving them away to relatives and friends.

So I applied for a job with a local

community college district — Director of Geospatial Technology — and was hired, even after telling my new boss I could only work four days a week. What was helpful in getting the job was that I had a long and mutually beneficial working relationship with the community college district having worked on a number of projects together over the years. Also, the referral came from my former boss at the transit company.

Friends and relatives ask me, “What is geospatial technology? And what do you know about it?” I know it's a brand new emerging field. I know it's good to learn something new. I know that the transit company I worked for was the largest user of geospatial technology in Orange County. Over 600 buses have transponders that tell management passenger loads by heat sensing devices when someone gets on the bus, tells the location of each bus, and can estimate travel times on routes based on information about construction and accidents.

But I wasn't hired for my technical knowledge. I was hired to manage a Department of Labor grant, studying the needs to prepare future employees in geospatial technology. The transferable skills I brought to the community college district are: a passion for learning, extensive project management experience, and my interpersonal skills. All of which I attribute to a life long passion of learning and involvement in the training and development field.

My plan is now to revisit retirement in a couple of years. This time I may be more successful. You may find me on Maui running a pizzeria. Closing time will be when I run out of pizza dough.

ASTD-OC welcomes its new members!

ASTD-OC welcomed 66 new members in the first five months of 2005! Look for them in a SIG or Monthly Learning Event near you, and please take the time to welcome them to this growing network!

Alvina Gallardo
Director HR Assoc.
Development
Argent Mortgage

Elizabeth Barbour
Ellen Spizuoco
Business Development
Manager
HRLink

Anitra King
Training Coordinator
Bally Total Fitness Corp.

Eric Palmer
People's Choice Home

Anthony Harmetz
Director Implementa-
tion, Training & Devel-
opment
Bally Total Fitness Corp.

Garrett Colbert
Director of Business
Development
Lynch Interactive

Arlene Steinert
HR Associate Develop-
ment
Argent Mortgage

Greg Frichette
Web Training Specialist
Westcorp

Barbara Hayden

Gretchen Weisenburger
Program Coordinator
Orangewood Children's
Home

Berry Carpenter

Hilary Bendon

Carolina Castillo
Training Manager
Western National
Group

James Stickley

Chris Fuerback
Craig Robinson
VP, Director Profes-
sional Services
Westcorp

Jan Duffy
Technical Writer
Metropolitan Water Dist.

Jane Carrigan

Daniel Dennison
Training Coordinator
Bally Total Fitness Corp.

Janis Todsén
Director Organizational
Development
Children's Hospital
Orange County

Jeanette Montenegro
Performance Technolo-
gist I
AMC Mortgage Services

Jennifer Buck
Training / OD Manager
Red Bull North
America, Inc.

John Shamlou
ZC Sterling

Karen Smith
West Coast Training Mgr
First NLC

Karen Raisovich
OD Manager
Anabolic Labs, Inc.

Kathleen Wilson
Principal
Wilson Consulting Group

Kay Poland
Web Training Specialist
Westcorp

Kevin Gleason
Sr. Training Specialist
LBS Financial Credit
Union

Latonia Coleman
CEO
WittyMiracle.com

Laura Foster
Corporate Consultant
California State University

Leslie Welch
Lorillard Tobacco Co.

Linda Wallace

Linda Crowder
Manager, Training &
Development
Yamaha Corporation
of America

Linda Metchikoff-
Hooker
Materials Developer
Bally Total Fitness Corp.

Marcy Bruskin
VP of HR & OD
Freedom Communica-
tions, Inc.

Mary Ford

Matt Pentecost

Melanie Coffey
Technical Trainer
Western National
Group

Melissa Hassett
Training & Recruiting Mgr.
Bally Total Fitness Corp.

Michelle Engelbrecht
Shea Properties

Michelle Adelman

O'Shea Toran

Pascale Headley
Performance Technolo-
gist II
Ameriquest Mortgage

Patrice McCall

Randi Rubenstein
Tysak Technologies

Rebecca Throop
Training Coordinator
Evangelical Christian
Credit Union

Rick Stephens
Hirsch Electronics

Robert Stockus

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Break Out by Advertising in the OrangeSpiel!

It's a great opportunity for growing your business, make connections with other training professionals, and to support professional development! If you would like to advertise in the OrangeSpiel contact:

Jim Adams, (949) 699-6661, advertise@astdoc.org

Michael Poore, (951) 272-9944,
vpmarketing@astdoc.org



Training and Development Institute

at the North Orange County Community College District

1830 W. Romneya Drive • Anaheim, CA 92801

800.662.2322

IS YOUR BUSINESS LOOKING FOR CUSTOMIZED TRAINING?

CONTACT TDI

The Training and Development Institute coordinates educational programs and services to respond to the needs of local business and industry and promote community economic development in North Orange County.

CUSTOMIZED TRAINING

Specific training can be delivered onsite or provided on your site. Professional consultants and instructors are utilized for our training programs.



For more information about our programs, or to schedule an appointment, call (800) 662-2322 or visit our website at:

www.tdioc.com

ASTD-OC New Members

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Robert Saley
HR Assoc. Development
Argent Mortgage

Robert Gasdick
Sr. Training Analyst
Fremont Investment &
Loan

Robertt Young
Sr. Coach & Facilitator
The Effective Edge

Scott Bornstein
President
Bornstein Knowledge

Sherry Johnson
Supervisor
Westcorp

Steve Bruno
Southern CA/UT
Trainer
Bally Total Fitness Corp.

Susan Czubiak
Sr. Performance
Consultant
People's Choice Home

Suzy Sanddal
Director of Training
People's Choice Home

Terri Murphy
HR/OD Consultant
Texas Instruments

Thomas Crane
Crane Consulting

Tom Turnley
Manager, Training &
OD
Watson Pharmaceuticals

Tom Flanagan
Manager, Executive
Development
Southern California
Edison

Trasie Stittsworth

Victoria Magdaleno
Corporate Trainer
ResMAE

Vincent Natoli
President
Organizational Assessment,
Inc.

Warren Curtis
Technical Instructor
Consultant

Did You Know—

The OrangeSpiel is always accepting article submissions for one of its quarterly issues. This is an excellent way to communicate to others your level of expertise, be it specific or broad. **Simply e-mail your article to the OrangeSpiel manager at Getpublished@astdoc.org.** Please use the following guidelines when submitting articles:

- All submissions must be related to the Training and Development field. This can include Human Resource topics, or Instructional Design topics, as related to T&D. After that, it's up to you!
- Please limit your articles to 500 - 700 words.

Notes from the Field

Preface

Dr. Sivasailam Thiagarajan (“Thiagi”), president of Workshops by Thiagi, is a prolific writer, designer of hundreds of games and simulations, decades-long ASTD member, and perennial favorite at ASTD conferences. Thiagi wrote the chapter on games and simulations in the *ASTD Training & Development Handbook* and has served as president of the North American Simulation and Gaming Association and the International Society for Performance Improvement. You can uncover plenty about Thiagi and his approach to learning by exploring his website, www.thiagi.com.

On May 13th, Thiagi held two workshops in Costa Mesa about how best to facilitate activities in training classes. ASTD-OC members Jeanette Montenegro and Matthew Dettmer attended both workshops, and submitted their take-aways to OrangeSpiel.

by **Jeanette Montenegro**
and **Matt Dettmer**

Dr. Sivasailam “Thiagi” Thiagarajan refers to himself as a mad scientist whose goal it is to ask the right questions. Last month, we attended two of his workshops: “Interactive Strategies of Improving Performance,” and “Improving your Performance as a Facilitative Trainer.”

Thiagi stressed that Interactive Learning can be implemented in any type of training program, regardless of subject matter or delivery style. To prove his point, after we just debriefed an activity, Thiagi challenged us to shout out what we would be training in the future. He then fit the same activity into everyone’s training programs! However, Thiagi pointed out that people don’t learn by experience. They learn from reflecting on the experience. In fact, more time was spent debriefing the day’s activities than on the activities themselves. Here are the main items that we debriefed from the day.

1. Play Games. To engage people in the subject of a class, use games and activities. Truly engage the participants in these games! People who learn the best from boardgames are the ones who design them.
2. Ask Great Questions. For a person to learn from the experience you must debrief the experience.
3. Use existing content. The content of the learning experience is already out there, our role is to facilitate the people engaging in the content.
4. Be lazy. The brain can process nine times faster than we can talk.

Lectures only result in the participants having pleasant dreams. Instead of lecturing in class or spending time outside of class trying to learn all about the subject, give the content to the participants, let them learn it, and then have them teach you and each other about it. To paraphrase Thiagi: Everyone knows something that you can learn. In any group, any individual may be smarter than you, but the group as a whole is brilliant.

5. Question Everything. There are no sacred cows, nor are their sacred instructional models, or sacred organizations. To be a learning individual and thus a learning organization we must question everything so we can make it our own.
6. Real-time Needs Assessment: Instead of spending months or weeks assessing the audience to determine the instructional objectives, let them assess each other when class starts. This way you have the most up to date and the most accurate data from the perceptions of the audience.
7. Be Flexible. The best facilitators don’t seek to control the situation but to flex with it. Having the same course of action for different groups of people results in frustration on either the part of the facilitator or on the part of the participants.
8. Games can be made complex or simple. Change or modify a game to fit the participants needs. By adding rows and columns, even Tic-tac-toe can become complex.
9. People don’t learn from the experience, but from the reflection. Spend more time on the debrief of an activity, asking what the participants learned from it, than on the activity itself.



President's Message

Continued from page 1

Positive leaders deliberately increase the flow of positive emotions within their organization. They choose to do this not just because it is a "nice" thing to do for the sake of improving morale, but because it leads to a measurable increase in performance. Can you set a goal to energize every employee in each office?

What differentiates positive leaders from the rest? Instead of being concerned with what they can *get out of* employees, positive leaders search for opportunities to *invest in* everyone. They view each interaction with another person as an opportunity to increase his or her positive emotions.

Positive leaders don't sit back and wait for things to get better on their own. Instead they are always trying to catch excellence in action. When they spot a job well done, they call attention to what is right. This in turn raises the entire organization's PNR and its productivity.

Won't you consider the effect your comments? Communicating "It's OK" — or maybe even offering a few encouraging words — would have inspired or praised someone else — thereby passing positive energy along to others. It could have had a ripple effect.

When leaders display positive emotions, others take note — and take action.

All this means that we should sharpen our saws and we should pay attention to the right things. If this strikes a chord, here are some "whole view" best practices:

Health and fitness:

It's easier to feel positive when we are fit and healthy. We have a responsibility to keep ourselves alert and engaged and to lead by example. Starting with the basics will help. Make a habit of resisting the urge to eat junk food. Go for a walk with colleagues at lunch or family members in the evening or on weekends. It's a great time to talk.

Agility:

Practice acceptance and flexibility in family, friendships and business environments. It will enhance your agility — one element that can lead to greater trust from others and make it easier to give that person positive energy.

Personal learning and development:

Use us. We are your support system. At ASTD-OC, you can get fed professionally. Be reminded of things that may have faded but are useful in everyday practice, feel a sense of belonging, be proud to bring along your colleagues and practice those leadership skills that you endeavor to inculcate in your managers.

Leadership is an inside job. Be happy!

geri

ASTD-OC Events

Continued from page 3

Plan for your future development!

Human Performance Certificate Program

Chapman University Extended Education and the Orange County Chapter of the American Society for Training and Development join forces to offer the Human Performance Improvement (HPI) Certificate Program. HPI is a systematic method to assess performance gaps, plan for performance improvement, design, develop and deliver interventions and to evaluate financial and non-financial results.

The only program of its kind, the five-course HPI Certificate Program offers you comprehensive, targeted coverage of Human Performance Improvement topics — presented in an engaging, interactive, hands-on style. Recognized for setting the industry standard for HPI training, the ASTD HPI Certificate Program increases your value to your current employer while giving you highly marketable skills for the future.

More details and registration information for 2005 can be found at: <http://www1.chapman.edu/enhance/ASTDmainpage.htm>

Contact Vince or Geri with any questions:

Vince Glaeser, Director, Corporate / IT Extended Ed Programs, Chapman University 714-997-6548

Geri Lopker, CPT, MHROD Executive Consultant, Geri Lopker & Associates 714-532-2802

Community Service Opportunity

15th Annual Women's "Day of Self-Esteem"

Sunday, September 25

Golden West College

Contact Jen Dugan: (949) 720-3154 for more information on how you can get involved!

Board Meetings

Board meetings are held the fourth Monday of each month. Board meetings for the upcoming quarter will be on:

July 25

August 22

September 26

Members are encouraged to attend, but please contact Geri Girardin, President@astdoc.org, to ensure neither the meeting venue nor the time has changed.



Missed Total Trainer?

- **Seeking to learn how to transition into the training profession?**
- **Want to improve your training and development skills? ASTD-OC has the program for you!**

In Total Trainer, you will learn to showcase best practices in training and development programs, current training trends, challenges in today's business climate, methods of demonstrating ROI and cutting edge research in the field of training and development.

The summer session of Total Trainer started June 15, but this course will be offered again in the fall. Now is the perfect time to ask those ASTD-OC associates attending this session (or previous sessions) about this program!

To get on the waiting list for the fall session of Total Trainer, e-mail office@astdoc.org.

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