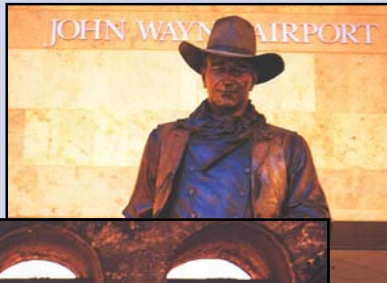


OrangeSpiel

The newsletter of the Orange County Chapter of the American Society for Training and Development
Volume 31 Number 12 Fall 2003



President's Message

Tom Porter
2003 President
ASTD-OC

My term as your President is in its home stretch. This year has seen an unusual combination of strides forward and continuing frustrations. Let me get the frustrations out of the way first:

High level of unemployment for training professionals – Both internal and external trainers continue to be challenged to find meaningful work assignments. For those that have employment, I continue to hear about the extra-long hours and seemingly endless short deadlines.

State of the economy – Uncertainties at both at the State and Federal levels are putting increased pressure on companies large and small. Five year plans have been discussed, but most plans have become operational survival plans. Managing the increasing cost of doing business in California and maintaining competitive pricing in the marketplace continue to be challenges.

Both of these factors have had an impact on our Chapter in 2003. As President, my job description calls for me to be the strategic leader for the Chapter and of the Board. Despite these frustrations, I am happy to report we are making progress. Now for some of the strides forward:

Reaching out to OC businesses – We are currently working on new marketing plans to reach out to our stake holders, the businesses in OC, who keep us employed.

Collaboration with other HR related organizations – This year we held our first joint meeting with ISPI. We are currently listing on our web site calendar the meeting dates and programs for several groups. I am also very happy to report that the Boards of both ASTD-OC and NHRA have agreed to co-sponsor a major event in 2004. Details should be available shortly on this exciting event.

Increased satisfaction in monthly learning events – Our monthly attendance is up this year and your evaluations are telling us the speakers are meeting your needs. We are also responding to your requests for morning and evening meetings.

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President's Message- continued

Expanded SIG groups – We have grown to nine SIG groups this year and several more are being discussed. These are in direct response to **your** requests for enhanced services to meet focused needs.

Launch of the new Web Site – Wow, what a difference, and you have only seen about half of what could potentially be delivered. This site is “real-time.” If you haven't visited this site, you are missing a huge member benefit.

Orangespiel Lite and Quarterly additions – Every month you receive the OS Lite, which is the monthly meeting announcement. Each quarter you will receive the full edition of the Orangespiel. We have recently approved new advertising programs which will help fund both of these publications.

Membership – The lifeblood of any organization is its membership. We currently have about 500 members. There are 200+ ASTD National members that are NOT local Chapter members. There are also over 1,000+ members of HR related organizations in Orange County, many who are NOT ASTD-OC members. This spells OPPORTUNITY!

Financially – We have reserves in excess of \$100,000. We are very stable, and we have the resources to drive the programs that will benefit you.

Get Connected....Stay Connected!
Spread the word about ASTD-OC.

Tom Porter-President

The *Orangespiel*, ASTD-OC's official publication, is published monthly and circulated to 700 subscribers. Views and advertising presented are not necessarily those of the editor, the ASTD-OC Board of Directors, or the ASTD-OC general membership.

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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.

Coaching to Close the Satisfaction Gap

Executives are people too. Really. They question themselves, their work, and their workplaces — just as their employees do. They just aren't as noisy about it. They think about jumping ship, throwing in the towel, opening a yogurt stand. They know there must be greener grass — out there — somewhere.

When I ask, “How thrilled are you with your work? What's great about it? What's missing?” The answers include, “I love my work except for ———

- the pressure – to produce, conform, innovate.”
- the jerk I work with (or report to).”
- the lack of time for family, health, fun.”
- the boredom, repetition, lack of challenge.”

The answers are as diverse as the people. But there's a commonality, too. In every case there is either something wrong or something missing. And that *something* could be contributing to the “presenting problem,” the reason the boss or HR or both called for an executive coach. In fact, some of these execs are so dissatisfied that they are co-creating their own dismissal.

Why? Because their issues may seem to them to be undiagnosable or unsolvable. Most issues are neither. But if we, as executive coaches, simply search for and close *competency gaps*, we miss the opportunity to help our coachees become truly satisfied and successful (yes, there's a correlation) at work. We need to dive in with our coachees and close the *satisfaction gaps* as well.

Define Satisfaction

One executive wants autonomy, another wants recognition, and another balance. What thrills each of them at work is as unique as their fingerprints. Spend time with your executive coachees to define what really rings their chimes. Ask them to rate those desired work parameters on a 1-5 importance scale. Drill down to the detail and push for a lengthy list.

Rate the Work

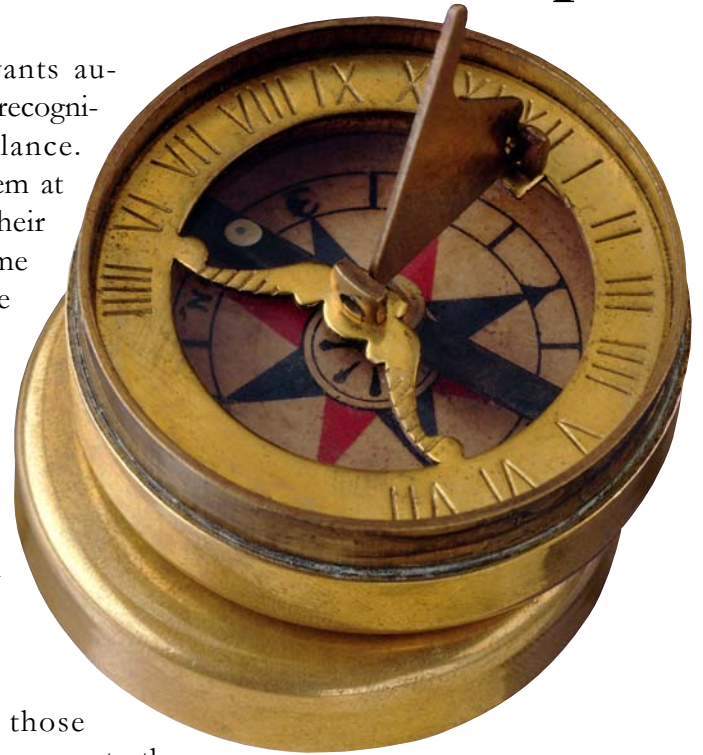
Once you have those satisfiers delineated, you can rate the current work and workplace against each of those parameters. To what degree is this work meeting the desired parameter? Later, you can use the same list to evaluate other work options.

Analyze the Gap

If the executive you're coaching wants autonomy and she has a micromanaging boss, the gap is apparent. In fact, that gap may be what landed her an executive coach. That single disconnect could cause miscommunications and tags like, “insubordinate, won't follow direction, poor listener.” Why work on listening skills if that's not really the problem?

Close the Gap

Once you've identified the *real* gap (not the one that surfaced in the 360 degree feedback process), you're armed and dangerous. Team with your coachee to create dozens of possible solutions (sometimes work-arounds) to this dilemma. Test drive a few. See

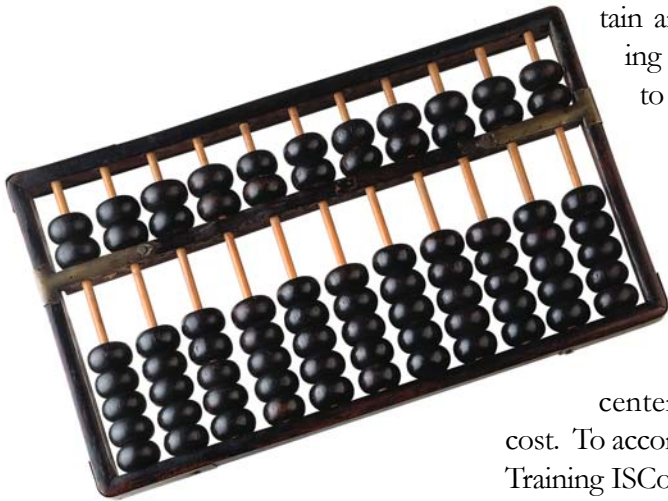


what works and what doesn't. Then try another.

It sounds so simple and of course it's not. We humans are complex and coaching is, as we know, part art and part science. While you're gap closing, you may also want to help your executive client conduct an *equity review* of his current workplace and begin to explore “plan B” options at the same time. Sometimes they have to move on to be satisfied and successful. Often, though, they don't. They can get exactly what they want, right where they are. As coaches, we can help them do that.

Sharon Jordan-Evans is a certified executive coach, public speaker and co-author of Love It, Don't Leave It: 26 Ways to Get What You Want at Work, Berrett-Koehler 2003 and Love 'Em or Lose 'Em: Getting Good People to Stay, Berrett-Koehler 2002.

Do the Math so C-Levels Understand it!



Training projects are under increasing pressure to demonstrate how they add value to an organization. Typically, Return on Investment metrics (ROI) are used to demonstrate the value of training projects. These metrics, however, were designed by Finance professionals to objectively evaluate alternate investments. These metrics don't always work.

The problem with the typical success metrics, such as increases in sales per employee or reductions in quality defects, is there are too many compounding factors to allow direct correlation to training. Changes in production processes, sales promotions, discounting and many other factors are too difficult to strip away from these metrics to arrive at a solid training effect. Despite these challenges, training should display its benefits in order to survive budget cuts and to become an integral part of the company strategy.

Rather than trying to be forced into metrics that don't make sense, training departments can develop ways to show internal business clients the services training is delivering, in a language that is relevant and using data that they understand. Effectively communicating the value of a training initiative requires the right story and the right metrics. So, a cer-

tain amount of internal marketing also needs to be included, to be effective.

In business language, training needs to adopt a philosophy of being Internal Service Companies (ISCos). This is a giant step towards training being viewed as a profit center, rather than as a direct cost. To accomplish this transformation, Training ISCos need to focus on metrics that communicate business values. An ISCo describes its services in terms of benefits and proves its competitiveness over other alternatives.

This requires a commitment to service management. Success for Training ISCo comes down to three things: trust, value, and contribution.

Is Training a trusted partner of the business?

Can it operate at a value point that is more compelling than other options?

Does it clearly contribute to the business objective?

The goal is to increase the awareness of your ISCo amongst your internal business customers. The way to accomplish this is by regularly reporting on small comprehensive set of high level indicators to business customers.

The key is to balance relevance with brevity. That way, training can focus all business clients on several key facets. Other operating units within your organization already do this - Production talks of defects per units shipped, Finance talks of receivables outstanding, and Purchasing talks of inventory turns per year.

Training should address two key types of information:

Quantitative-what result, what cost, at what service level.

Qualitative-trust partnership.

The six metrics should be reported at a high level as part of a broad executive awareness campaign. This awareness campaign should be reported regularly and historically, at least once a quarter and ideally once a month. It should be published along with the monthly operational and financial information.

Conceptually, these metrics should cover:

System Performance: The percentage of time the systems, applications, and infrastructures are available when needed and performing at a level required by users.

Help Support Performance: The percentage of time support staff and organizations are available to help with problems and new requests, and performing at a level to address these requests properly.

Partnership Ratio: An index of the number of projects and initiatives in which training has a leadership or partnership role with the business unit early in the strategic planning process. Management of this metric ensures training's early involvement in the business planning.

Service-Level Effectiveness: A measure of customer satisfaction to determine if service support is meeting the needs. This helps determine if user needs are changing and if the current services are structured properly.

New-Projects Index: A measure that shows the ability to deliver new projects on time, on budget, and to projected value. This metric defines the efficiency of the training department.

Cost Index: A measure of total cost of training provided, directly and indirectly, as a percentage of revenue. Primarily a method of seeing that the budget is being managed.

The metrics must be considered in the context of the overall performance management framework of the company. As such, each organization should develop their own set of metrics that focus on what is critical to their operation. Much of the management process for required gathering and reporting is already in place. The trick is in finding a way to combine all the available info and report-

ing something the business cares about.

As a case in point, a leading retail services company in Mexico is using the following metrics to support their online learning initiative:

Operational Coverage
Training hours
Number of people trained

Operational Costs
Cost per training episode
Savings from ILT

Strategic Alignment
New Courses developed
Qualitative appraisal of exec

Service Level:
Percentage of time system available
Percentage of employees having

access to system
Customer support
Service level effectiveness

Inputs:

Capture costs to create course
Average cost per hour of ILT
Number of people completing training
Number of people in various progress ?
Hours online per course

A Gartner report found that almost every company does a formal pre-assessment business case of project costs and benefits. Yet, only 13% do a post-assessment! If your training department can create it's business relevance and gain executive awareness, you will be well served.



ASTD-OC Writers Spotlight - *Quick Guide to Interaction Styles and Working Remotely*

by Susan K. Gerke and Linda V. Berens

The number of organizations with remote employees is growing rapidly. Managing remote employees and working on a team with remote members present significant challenges over leading and working with co-located people. Dr. Linda Berens and I have just published a book, *Quick Guide to Interaction Styles and Working Remotely*, to help people deal with these challenges.

Three aspects of this book may be of interest to you. The first is that throughout the book we have strategically embedded brief exercises and thought provoking questions, along with the space to respond to them. Thus the reader is encouraged to actively apply the information presented to his or her own personal situation.

Second is the application of the information presented to teams and work groups that are not geographically collocated. The demand for leaders, managers, and team members to work effectively while being separated by buildings, time zones, and often countries or continents continues to grow as the twenty first cen-

tury progresses. We have a great deal of experience in these "remote" arenas and we share those experiences throughout the book.

The third aspect is the wide variety of very practical suggestions for increasing the effectiveness of "remote teams" and "remote leaders." We have found that relationship building, empowerment and measuring performance are key areas of focus for remote success. We have incorporated Linda's Interaction Styles model with these focus areas and provide specific ideas on how to do these things in ways that work best for people of different styles. We also have included general tips for working with technology — e-mail, Instant Messaging, conference calls, etc.

If you're looking to enhance your ability to successfully work or lead remotely, we think you will find this book to be very worthwhile.

Susan is the president of Gerke Consulting & Development and can be reached at (949) 831-7088 or sgerke@sbcglobal.net

Recognition: Why Reward, Does it Really Work?

Ever wonder what makes some employees rave about where they work and how great it is while others seem to drone on and on about how badly they're mistreated? Ever wonder how some companies manage to remain profitable while others struggle to stay afloat? The answer lies in - people. People make a company tick. People have feelings, egos, self-esteem, families, dreams, goals and a desire to belong and be noticed. Taking that into consideration, wouldn't it make sense that we nurture and keep our most valuable company asset (our employees) feeling appreciated and recognized?

Of course we have to have a good business model, a great product and the ability to deliver on our promises, but none of that will last long term if we don't have employees who exude vitality, a positive attitude and a willingness to help. Sometimes a little recognition goes a long way.

What Motivates Employees?

Almost 40% of people polled in a recent survey, published in the June 2002 issue of *Incentive Magazine*, said that frequent recognition of accomplishments is the best way to encourage staff members. Experts agree that recognition is most effective when given in public and employees are with their peers. "Commissions just won't motivate your people. Paying commissions will get them to do their job. In order to get people to overachieve, you need to offer a combination of incentives. People live up to the boss's expectations. The best practice companies are getting stellar results because they offer above and beyond the paycheck," says Kathleen Huneycutt, Market Developer with the American Productivity & Quality Center (APQC), a Texas-based nonprofit organization studying process and performance improvement.

Perhaps you're thinking, "yeah, this all sounds good, but I don't have the time, resources or budget to implement such an idea." However, consider this: Giving a word of praise is FREE.

The simple fact is that people respond to recognition. Of course, there are many options to tie in with the word of praise. From small budgets to large, you can do it! But the key is to start thinking about people, what makes them tick and what motivates and inspires them to achieve a consistently high degree of achievement. If you already have recognition and rewards in place, are you getting the results you want? Do you see a return on your investment (ROI)? If not, you may want to explore why. If you are, you might want to consider implementing these same ideas throughout the company.

Measuring The Results

For those of you just getting started, take note of where praise and recognition can best be applied. Assess each department and consider where it will make the most sense and how you want it to hit your bottom line and your ROI. According to Compensation Resources, an all-inclusive compensation consulting firm specializing in executive compensation, sales compensation, and performance manage-

ment, based in New Jersey, the key to a successful compensation program can be achieved in three steps:

1. Clearly defining goals that are realistic but challenging
2. Tracking and measuring performance against goals
3. Rewarding achievement with competitive and motivational compensation

Incentives and recognition tied to a specific behavior or action are more easily measured because of the structure than, say, an award that is given unexpectedly. But, both work.

"Up until now there has not been quantifiable landmark research that anyone could point to and claim it scientifically credible. The study validated what incentive practitioners have known for years—that incentives work," says Mike Hadlow, president of the Society of Travel Executives (SITE) in Chicago. "The impact on performance is dramatic." Any CEO around the world can't afford to ignore that figure. Of the workers surveyed, 92% indicated that they achieved their goals because of an incentive.

Whether your budget is \$25 or \$250,000, it is always the right time to say "thank you" and show appreciation for your internal and external customers.

So, the next time you are faced with the challenge of creating new sales, more clients or greater employee productivity, you might want to consider the power of incentives and recognition.

Karen Carlsen is the founder and Managing Director of a leading corporate gifts and sales incentive firm, National Rewards. She can be reached at 888.433.9099 – kcarlsen@nationalrewards.com



Career Assessment: Putting You in Charge of Your Future

By Helen Scully, NCCC
Author
Elevation, The Career Discovery Tool



- Can you identify your marketable skills and express them to a prospective employer?
- If you were suddenly facing a major reorganization at work, would you know how to position yourself for both security and job satisfaction?
- Are you prepared as a trainer, coach or facilitator to meet the needs of a workforce in transition?

If you can say “yes” to the above questions, you have, most likely, spent time identifying your transferable skills and career preferences. You may also have experience facilitating a career-related workshop. This knowledge puts you in charge of your future, helping you navigate change and take advantage of opportunities.

It’s critical that you play it smart. In order to thrive in our current economic conditions, you must have both self-knowledge and a plan. Consider the following trends and potential impacts on your career: (Sources include: The Department of Labor, The Five O’clock Club and The Randstad Report)

- Trend:** The average job tenure for a worker employed in the US labor market is three years.
- Impact:** Change is a constant. Employers make bottom-line decisions and employees leave for greener pastures.

Trend: Ten years from now half the jobs will be ones that currently don’t exist.

Impact: The very nature of your work may soon change. New technologies are reinventing many jobs. New careers are popping up as old ones go away. This is exciting, but it requires flexibility and a strong commitment to self-development.

Trend: Upwards of 30 to 40% of senior management will retire from public and private organizations in the next five years.

Impact: This impending retirement is a huge opportunity. Self-knowledge and an ability to market yourself will determine if you are positioned take full advantage of upcoming openings.

Trend: Workers are retiring earlier (in developing nations) and are living, on average, into their 70’s and 80’s.

Impact: You will most likely live a lot longer and will need substantial financial resources to support your longevity.

Are you getting picture? You are the one constant in a rapidly changing world. Thus, you must periodically engage in both career assessment and professional planning. You may also want to add a career assessment tool to your array of training resources. Because of the trends, career assessment will be a major need for both individuals and groups in the twenty-first century.

At the November meeting, you will be introduced to a brand new career assessment called Elevations, The Career Discovery Tool. It is a powerful integrated career assessment that helps individuals evaluate their skills, values, interests and personality preferences. It combines four card sorts with a companion workbook, taking your clients from self-assessment, through research and to action planning.

Career Web Sites

www.monster.com
www.careers.org
www.job-hunt.org
www.employmentwizard.com
www.careercity.com
www.brilliantpeople.com
www.headhunter.com
www.dice.com
www.careerjournal.com
www.leadersonline.com

Books for Career Exploration

- *What Color is Your Parachute*, by Richard Nelson Bolles, 2003
- *No More Blue Mondays*, by Robin A. Sheerer, 1999
- *Revised, Rehired or Retired: A Global Guide for the Experienced Worker*, by Robert K. Critchley, 2002
- *The Third Act: Reinventing Yourself After Retirement*, by Edger M. Brofman, 2002
- *The Career Guide for Creative and Unconventional People*, by Carol Eikleberry, Ph.D., 1995
- *LifeLaunch: A Passionate Guide to the Rest of Your Life*, by Frederic M. Hudson and Pamela D. McLean, 1995

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Presentation: 4:30 – 6:00 pm
See www.astdoc.org for
meeting location