

2005 LEADERSHIP INDEX

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OrangeSpiel Volunteers

Many thanks to Jennifer Grossgold and Geri Girardin, without whom this issue would be filled with malapropisms, rampant punctuation, and newly spelled words for your Scrabble boards!

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

ASTD-OC proudly presents: Annual Leadership Day

October 21, 2005

Accelerating Agility and Preparing for the Unpredictable

Accelerate your company's agility with wisdom from Southern California's leading change, media, systems and culture experts. Learn to adapt with real world approaches to planning and executing. Dialogue with our engaging guest speakers who enthusiastically share their experience, wisdom and expertise.

Explore questions that challenge all levels of management:

1. What should I do to develop flexible and agile leaders in my organization?
2. What tools can I use to lead my team expertly?
3. What strategies and tactics should I employ to ensure a responsive leadership team?

Guest Speakers: Jon White, Lee Hecht Harrison; Pat Galagan, ASTD National Executive Board; Rob Doughty, Disneyland VP Communications; Eric Anderson, LA IMPACT; Dr. Lynn McCann, Center for Creative Leadership.

Location: National University

3390 Harbor Blvd, Costa Mesa (behind IKEA)

Register for this at www.astdoc.org. Early registration deadline: October 18, 2005.

ASTD-OC Monthly Learning Events

October 26, 2005

Leveraging Positive Politics for Success

Bonnie Stachowiak, professor of Business for Vanguard University and manager of UCI's organizational development and training department, recognizes that mastering positive political skills is paramount for training professionals in order to facilitate the types of changes necessary for our clients. This monthly learning event will allow you to:

- Recognize constructive and destructive political behaviors
- Capitalize on growth opportunities our opponents offer
- Leverage positive political behaviors and strategies
- Ethically obtain and use power and influence to affect organizational change
- Create more powerful commitment for your learning initiatives

Location: Turnip Rose Conference Center
300 S. Flower, Orange

November 16, 2005

The Tides of Global Influence on 21st Century Human Capital

An illustrious panel composed of experts (Graham Toft, GrowthEconomics) reference Tom Freidman's *The World is Flat* to help define the new business landscape. Prepare yourself for this monthly learning event by:

- Reading the Centerpoint article on page six, Globalization 3.0, by Michael Caress
- Completing a Global Workforce Advisory survey on our www.astdoc.org (you'll need to print it out). Select "Events Calendar," and navigate to the November 16th Event entry.

Location: Radisson Hotel
4545 MacArthur, Newport Beach

Register to attend the monthly learning events at www.astdoc.org.

SPEAK FOR SUCCESS

IMPROVES COMMUNICATIONS IN BUSINESS



Are executives, managers & sales professionals at your company:

- Projecting confidence and credibility to your prospects and customers?
- Motivating and empowering employees?
- Writing clearly and professionally?

CLIENTS INCLUDE

American Mortgage Network, City of Carlsbad, City of San Diego, Honeywell, Mission Federal Credit Union, PacifiCare, Pfizer, Sony, Taco Bell Corp., CSUM, SDSU, UCSD and US Navy



Call **Dana Bristol-Smith**
760.726.5272

email: dana@speakforsuccess.net
visit: www.speakforsuccess.net

 *Speak for Success*

TRAINING AREAS

Presentation Skills

Interpersonal Skills

Leading Meetings

Training of Trainers

Business Writing



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: Denise Greenstien • 949-551-2742
cidenise@cox.net

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: TBDBristol

Spotlight on SIGs

Community Service and Student Opportunities

SIG Leaders: Jen Blakey and Hilary Bendon

The Community Services Special Interest Group helps its members find a purpose beyond the nine-to-five grind that so often wears us down. The Student Opportunities SIG allows members to learn from the wealth of talent in ASTD-OC. Combined, the two SIGS offer ASTD-OC members the chance to explore the changing face of this dynamic group. Attend one meeting, and discover opportunities to grow and nourish yourself in the Orange County Community!

While the Community Services SIG does provide ASTD-OC members with opportunities to develop and expand their training skills, the biggest take-away comes from the satisfaction of providing much-needed skills-based training to sectors of the community that could not otherwise afford such service. You learn a lot from the people that you serve and the people that you serve with. Community service is about giving back – giving back to a community that has welcomed you.

Susan Gerke recently facilitated a Business Etiquette seminar with Orangewood Children's Foundation, a local non-profit agency whose purpose is to eliminate child abuse and neglect in Orange County.

Once a month, Orangewood holds a staff meeting for their staff of 50. With a focus on employee growth, one portion of the staff meeting is typically dedicated to a learning event. August's topic was Business Etiquette, a topic which is useful in any organization.

"The session was interactive and the participants were lively," reports Susan. "We focused on what business etiquette is, who is impacted by it, and tips on how to do it. The feedback was very positive and the experience was very rewarding!"

Other Community Services Projects don't rely upon one's training expertise as much as they rely upon one's organizational skills. Our profession lends itself to being great coordinators, motivators, and incredible recruiters. This is what Wishland, a local wish-granting foundation for children currently being treated for life-threatening conditions, needs. It has several coordinator positions available, from a Quarters for Kids Program Coordinator to a Kids Club Coordinator.

A big event for the Community Services SIG is the Working Wardrobes Day of Self-Esteem. You may know of Working Wardrobes as a place to drop off your out-of-style (but perfectly wearable) professional attire, but the benefits

they provide the community extend far beyond that. Serving CalWorks recipients, clients of social service agencies, and adults in 55 shelters throughout Orange County (including residents of safe shelters, emancipated foster children and at risk youth), Working Wardrobes provides adults and teens emerging from life crises a major boost to their self-esteem. These events include motivational seminars, a career and resource fair, even hair and make-up styling. They are powerful events that help empower others to achieve goals and dreams they once believed unattainable.

"Working Wardrobes is an organization that once you get involved with them, you are hooked for life," shares Nicole DaCosta. "I love the organization and every Day of Self-Esteem event is like the first time. Sept 25th will be my fourth event and I am always so excited to participate in the festivities. The appreciation from the participants never gets old. The hours we spend at the shelters are never a burden because you see the hope and joy and excitement on their faces every time you are there. Sometimes, the gratitude the participants express is more of a blessing to me because it reaffirms that I can make a difference, even if it is one person at a time. For someone to tell me, their Success Coach, that I helped them feel like a person again is a gift. It keeps me coming back for more."

The Community Services SIG is a great place for students, too! In order to provide greater opportunities to take part in facilitation events outside the classroom and to allow our student members to put their newfound knowledge to practical use, the Student Opportunities and Community Services SIG merged. Our community is replete with organizations that offer students the opportunity to develop their skills and expand their expertise, which can help students to get their foot in the door of the companies that want you to have training experience before they hire you! Already skilled in facilitation? Join a Community Service Project and act as a mentor to someone new to the training field!

As part of the Community Service SIG, you become the "Face of ASTD!" Attend a meeting, and see how you can become a growing part of our community!



Susan Gerke shown actively serving her community as the face of ASTD-OC.

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

Globalization 3.0: A Business Challenge Faced by Every Talent Professional

By Michael Caress

I recently attended a Professionals in Human Resources Association (PIHRA I4) event where the speaker, Kimberley Heart, proclaimed, "The labor shortage is a myth. There are plenty of people in China who would be happy to fill our open job positions, and they have the skills to do it." A hush went through the room, people rustled in their seats uncomfortably, and I had the distinct impression that many talent professionals had not bought into the globalization of their businesses - yet.

In the early 90's the U.S. economy was weak, we had just ended a war with Iraq, and talks of free trade had opponents of globalization claiming that the future of U.S. jobs was at risk. Most business executives were unfamiliar with international business. Only about 5% of the nation's manufacturers were engaged in exporting, and most businesses were happy to allow international business consultants and foreign agents to direct their foreign business strategy. I shared the common view of the time; domestic and international business were two separate things, one boring and normal, and the other exciting and adventurous.

By the mid-90s, I was working as a trade consultant, regularly sharing information about the technical aspects of international trade with managers, other consultants, and business owners. But rarely were human resources, organizational development, or training practitioners ever at the table. It never occurred to me that they should be. By the year 2000, my focus on international business had changed. I was working directly with talent professionals to develop workplace interventions to address common business issues. For all of us the new milieu demanded that we no longer looked at business as international or domestic; the business of business had become global. It was no longer possible to separate what was happening in Long Beach, California from what was going on in Cologne, Germany. I was seeing



domestic and international business as inherently connected and dependent on one another.

I now believe that for many individuals and businesses, the shift in perception of operations as being dichotomous to a more holistic, global perspective is an evolutionary process that is natural and desired. This global perspective is, in fact, the new reality of our Globalization 3.0 economy, as discussed in Thomas Friedman's bestseller "The World is Flat." In defining one way the world has gone flat, Friedman explains, "Work gets done where it can be done most effectively and efficiently." In other words, a basic commodity can be made anywhere in a global economy. Those products and services that can be broken down, digitized, and/or standardized will be made in places where low-value functions can benefit from cheap labor.

Globalization 3.0 is not simply about finding a way to access a larger and increasingly skilled workforce in recently industrialized countries. In order to take advantage of this economy, businesses are challenged to create corporate environments that utilize the best thinking of their members, innovate faster and more cheaply to grow their organizations, gain market share, and hire more and different specialists.

In a recent HR Magazine article, "America's Newest Export: White - Collar Jobs," Pamela Babcock points out, "In the

past, management may have dictated where to place international operations but by acting as a talent manager, HR is taking the lead by identifying where high-quality, low-cost talent is located - and which countries have favorable business climates that include flexible labor laws and little union activity." Today's talent professionals will insure that employees and departments are prepared for the global shifts that will occur in the coming decade. Consequently, those who want to make value-added contributions to their organization are now forced to rethink their involvement with their international business operations.

Many talent professionals realize that technical issues are not the source of their day-to-day business problems. Problems will more likely lie with the systems and individuals with whom they interact; both elements which play a much more significant role in the success of global operations than in any single technical issue. Even so, many international leaders have yet to recognize the significance of organizational development principles over the market and structural considerations of their international business units. As a result their global operations experience additional 'people' challenges that could be alleviated by expertise found in the talent professional's toolbox.

In order to meet these challenges, today's talent professional is learning to develop global corporate cultures which rely on complicated global planning, leadership, and governance that encourage multinational and cross-cultural collaboration. They are forced to foster global competencies and take advantage of the mobility of employees and managers and they are learning to equip people with a global mindset, social orientation skills, and business thinking skills that enhance their organization's worldwide integration, ensuring that business goals are aligned in a way that everyone in the organization - from top to the bottom - moves in the same direction.

No longer can talent professionals count on external trade consultants to develop their global operations, or leave it to international departments to find ways to improve productivity, select new markets, or employ global business team members. Globalization 3.0 has forced talent professionals to focus less on narrow self-interest - such as internal turf wars and protecting U.S. jobs – and more on providing value-added contributions that support the development of an educated workforce, the utilization of subsidies, the identification of specialists, and a culture of innovation and collaboration. In this way they may help business executives build a system which responds to ever-changing global complexities posed by Globalization 3.0, rather than fighting against them.

The paradigm has changed, and to respond to the global needs of your workforce and employer, limiting definitions of global operations must evolve. It can no longer be just about California, Orange County, or any local business operation. It is now about becoming leaders globally; responding to more sophisticated questions and not keeping it simple.

To learn more about how talent professionals can make value-added contributions to your global operations and to participate in a short industry survey, visit www.pihra.org or www.astdoc.org.

Michael Caress is a business consultant and trainer supporting workplace and performance improvement. For over fifteen years, he has been involved in international business and related training and development interventions. He holds a M.A. in Organizational Development, a B.S. in International Business and a Minor in Asian Studies. He is a current member of the Foreign Trade Association of Southern California, ASTD, PIHRA and the OD Network. For comments about this article or other questions, he can be reached at: michaelcaress@yahoo.com.

Leader's Voice

ASTD-OC Marketing by Michael Poore

While relatively new and reasonably small, the Marketing group of ASTD-OC performs several functions critical to the vitality of the Chapter. The three major functions of the group may be described by 3 C's – control, cooperate, and create.

Control – The original need, which spawned the creation of the Marketing group, was to control and grow requests from vendors for advertising opportunities. For many years, vendors have been interested in tapping the ASTD-OC membership database for mailing labels and placing ads in OrangeSpiel. ASTD boards have historically encouraged this activity as a way to make money for the Chapter and alert membership to new programs and services. The challenge has been to control the volume and quality of offerings. Our ASTD Advertising Manager, Jim Adams, has done a wonderful job of ensuring that requests for advertising are responded to quickly and accurately. With Denise Ross in the ASTD-OC office, they carefully review what advertisers send to ASTD-OC members and place in the OrangeSpiel.

Cooperate – As new technologies have become available, the Marketing function of ASTD-OC has likewise grown to embrace these opportunities. A couple of the more popular marketing opportunities now available to members and vendors is the sponsorship of an e-mail "blast" to membership or the placement of a banner advertisement on the well-used ASTD-OC web site. Jim Adams cooperates with the ASTD-OC Communications group to place these banners and blasts.



The ASTD-OC Marketing team from top to bottom. Vice President of Marketing Mike Poore, Jim Adams, Melanie Coffey, and Susan Froman.

As ASTD-OC has widened its circle of affiliations with groups like NRHA, PIHRA, and PCMA, we have started to cooperate with the marketing functions of these various groups. For example, the traditional ASTD-OC "Vendor Fair," typically held each fall, will this year be held in cooperation with PIHRA. This joint effort should maximize the exposure our vendors get and broaden the range of vendors that

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Member News

Membership is growing strong! We have 408 members as of July 2005....up from 381 this same time last year! Thank you for spreading the word and referring your friends and co-workers.

New Members

Kurt Aguilar, Training Manager
Fieldstone Communities

Hilary Bendon

Tom Butkiewicz
Concordia University

Jane Carrigan

Joaquin Carter
Training Coordinator
People's Choice Home Loan, Inc.

Tria Cohen
Knowledge Management Specialist
American Assn. of Critical-Care Nurses (AACN)

Ann Cosgrove, President
CAL Consulting

Matt Dettmer
Performance Technologist
AMC Mortgage Services, Inc.

Tracy Earlywine
Galaxy Hotel Systems

Linda Favreau

Brian Fitch

Laura Foster, Corporate Consultant
CSU, Long Beach

Greg Frichette
Web Training Specialist
Westcorp

Angie Guillen, IRA Specialist
Fremont Investment & Loan

Monica Hanks
HR Training Program Mgr.
Gateway

Margarita Harris, Program Manager
Connect-Partnership for
Nonprofit Solutions

Erika Hernandez
Manager, Training & Development
Amcor Sunclipse North America

Laurie Honeybourne
Education Specialist Sr.
Experian

Kathy Immekus, Training Specialist
RPM

Drew Ingram, Training Specialist
Canfield & Associates, a PHNS Co.

Brad Jackson, Recruiter
AMC Mortgage Services, Inc.

Sherry Johnson, Supervisor
Westcorp

Diane Jones
Sale Training Instructor & Director
Training Consultant

Sharyn Konick, Director
Connect-Partnership
for Nonprofit Solutions

Lydia Kremer
Manager of Training and
Development
Oakley, Inc.

Scott Lindstrom
Education Resource Specialist
American Assn. of Critical-Care
Nurses (AACN)
Jay Loudon
Independent Contractor

Ramona Lum
Chapman University

Mark Maier, Chair
Leadership Studies Program
Chapman University

Gregory Max, President
Max Effectiveness Inc.

Brent McChesney, Project Manager
InsideOut Development

Patrick McClure, President
PTM Sales Group

Denise McGuiness
Corporate Training Mgr.,
West Retail

First NLC Financial Services

Catherine Miskelly
Sr. Instructor
Allstate Insurance Company
Melvin Mitchell, Facilitator
AMC Mortgage Services, Inc.

Lisa Naef, Manager
CIS Education
Experian

Sheryl Narahara
Education Resource Specialist
American Assn. of Critical-Care
Nurses (AACN)

John Parra

Matt Pentecost

Kay Poland
Westcorp
Web Training Specialist

Craig Robinson
VP, Professional Development
Westcorp

Mark Rojas
Education Specialist Sr.
Experian

Steven Santarasci
Performance Technologist
AMC Mortgage Services, Inc.

Lysa Stewart, President
Assessment Solutions

Wendy Strachan-Olson
Director, CIS Education
Experian

Scott Tempel
Sr. Director Org Dev & Training
The Irvine Company

Tim Valiquet
Supervisor, OD
AMC Mortgage Services, Inc.

Linda Van Patten
Education Specialist Sr.
Experian

Kristi VanDyke, Program Manager
Connect-Partnership
for Nonprofit Solutions

Jacqueline Vara
Trainer/Consultant/GrantWriter

Ron Villaescusa
Performance Technologist
AMC Mortgage Services, Inc.

Stacy Waddell, Partner
Workplace Harassment Prevention

David Ward, E-Learning Manager
American Assn. of Critical-Care
Nurses (AACN)

Jasmin Willerer, Training Coordinator
Amcor Sunclipse North America

Lori Zucchino
Sr. Program Manager
Leadership Development Assoc.

Think renew! It's almost that time of year to renew your membership for 2006!

Community Service Opportunities

Working Wardrobes

Working Wardrobes is a nonprofit organization dedicated to helping men, women and at-risk teens enter the workforce... with a major boost to their confidence and self-esteem.

- Daily wardrobing and personal grooming in our Career Services Center.

You can donate your good condition, profession clothes at the Donation Center, 11614 Martens River Circle, Fountain Valley (714) 210-2460

- Year-round job readiness workshops facilitated by Success Coaches on-site at shelters and programs
- Annual "Days of Self-Esteem" for men, women and teens with a motivational speaker, personal grooming, wardrobe

selection, career fair and finale

- Job network that links recruiters/companies with a hidden talent pool
- On-site retail training in:

The Hanger, our upscale resale store in Tustin (714) 573-4596
Working Wardrobes Thrift shop in Anaheim (714) 816-0991

Read how ASTD-OC is an integral component of Working Wardrobes on page 4.



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Presidents Message Continued from page 1

Our cautions:

- ✓ to not victimize your learners with power pointlessness
- ✓ to remember that for many, reading a computer screen is not learning
- ✓ to get over ourselves as experts of all things
- ✓ to not data dump in an effort to check the training box
- ✓ to recognize that different generations want different things from us, but they all need one another
- ✓ to remember that everyone really *is* really busy

Let's blast the paradigm. Have kumquats instead of doughnuts. Talk less and listen more (we have two ears and one mouth and should use them in that proportion). Find out what your learners want, and do your own homework. Invite the VP to sit in. Tell new stories. Find new resources for your research; call a colleague when you think something feels stale. Break a rule or two.

If we don't, we're still teaching on the metaphorical mainframe. Our learners need and deserve much more.

If this strikes a chord, here are some "whole view" best practices to help us help ourselves first; then help those that we lead in the classroom:

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.

Be well.

geri

ASTD-OC Marketing Team Continued from page 7

attendees can explore.

For several years, ASTD-OC has sought the cooperation of local media distributors and electronic calendar publishers to include ASTD events. Our ASTD-OC Public Relations Director, Melanie Coffey, has responsibility for extending the focus of our ASTD reach to include the broader Orange County business community.

Create – In addition to the traditional marketing and advertising opportunities described above, it has become increasingly more important that the Chapter find new ways to generate income and provide new member services at the same time. The ASTD-OC board has carefully considered and approved a policy that allows us to "Co-brand" a learning event with an outside vendor. Each co-branded learning event is carefully reviewed by a board-appointed committee of ASTD-OC members for content quality. If the proposal passes the quality test, then the Marketing group works to create a win-win for the Chapter and vendor. The Chapter provides marketing muscle to its members and "friends." We arrange for the venue and AV needs. In return, the vendor agrees to market the event to their database, provide the training program, and share a majority of the revenue with ASTD-OC. The vendor benefits by having access to a targeted vertical market and joining with a partner that has a credible reputation in the OC training community. ASTD-OC members benefit in 3 ways – cash influx (sometimes as much as \$5,000), access to cutting-edge training and services for modest prices, and exposure to new contacts in the OC business community (potential members).

My hat is tipped to the wonderful volunteers that provide the fuel powering the ASTD-OC engine. All of the activities mentioned above require good old-fashioned work – time and brainpower. Many thanks to numerous contributors to the success of the Marketing team.



Notes from the Field

Harassment and Training

By Tom Porter

This is a true story. After four days of training, the last break of the day had just ended. The trainer was having difficulty getting the participants, 12 men and 1 woman, to return to the materials. Even after trying several room control tricks (flashing the room lights, clapping your hands if, raise your hand if you can hear my voice, etc.), the room just would not settle down. Since the class had gone out the night before and ended up at Hooters for dinner, the trainer shouted, "What do I have to do to get you back on topic, discuss Hooters, drinking and sex?"

The group *immediately* quieted down. The trainer resumed the workshop,

never discussing the above topics.

The next day a company representative approached the trainer regarding two complaints they had received the day before. One was the trainer was discussing sex in class, and the other was the trainer was glorifying drinking. Shocked, the trainer admitted saying the phrase above, but also assured the representative that in no way were the topics discussed. The company representative understood and asked that the trainer to start the final day's session by apologizing for any offensive language, gesture or comments that made anyone feel uncomfortable.

The trainer did apologize. Two people raised their hands. Who were they?

A male who had lost a child to a drunk driver (glorify drinking), and the woman for the comment about Hooters and sex.

The lesson the trainer learned: Pick your words very carefully.

Review any cartoons or funny videos you use to ensure they are neutral, review your training materials, and make sure your body language and dress is appropriate. This situation could have escalated into a formal written complaint that would have lead to an HR investigation. If legal action resulted, the trainer would have gone to court.

The trainer knew the names of participants, but did not know their personal background. As the facilitator of the training, (s)he was also in charge of addressing inappropriate behavior in class and reporting that immediately to the company.

Bottom line: be careful! This could have easily happened to anyone.



TRAINING & COACHING ASSESSMENTS THAT WORK!

- ▲ DiSC® Classic Profile
- ▲ Team Dimensions®
- ▲ Leadership Dimensions®
- ▲ Time Mastery Profile®
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Community Service Continued from page 8

Orangewood

The mission of Orangewood Children's Foundation is to end the cycle of child abuse by providing innovative programs focused on:

- **Prevention** - Strengthening at-risk families to prevent abuse before it starts;
- **Care** - Supporting children in foster care and at the Orangewood Children's Home;
- **Emancipation** - Successfully transitioning foster teens into independent adulthood;
- **Public Awareness** - Inspiring involvement from the community.

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Read how ASTD-OC helps Orangewood meet its Vision statement on page 4!



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ASTD-OC Senior Practitioners Meet

By Dr. David Hartl, OC-ASTD President 1985

On Thursday, August 18, Senior Practitioners gathered amid the paneled walls of the library at the UCI Faculty Center. Conversations ranged from intimate murmurs to explosive outbursts of laughter. It's just what the OC-ASTD Senior Practitioners most like to do: gather together, swap hugs and stories, and enjoy each others' company.

The evening's introductions were full of happy greetings, retorts, wise-cracks, as well as some really nice stories. In his self-introduction, Rich Wong let our evening's speaker, Dr. Newt Margulies, know that he first met Dr. Margulies more than 25 years ago when he worked with a client organization at which Rich worked. Ray Burch, OC-ASTD's 1978 President, added that he first engaged with Dr. Margulies more than 30 years ago in a course that Newt had taught at UCI. It became clear throughout the self-introductions, and references to who knew who when, that we were definitely among ASTD's most seasoned practitioners, and it felt very comfortable to be among long-time friends and colleagues.

Dr. Newton Margulies, Professor Emeritus, former Dean, and current Director of Executive Education for UCI's Paul Merage School of Business, gave a presentation that was both charismatic and rigorous. In a refreshingly informal way, he described how, over the last several years, he has systematically asked practicing managers and leaders to identify the reasons why organizational changes they had tried either worked or didn't work. His findings were more than just speculations; they were based on data from front-line leaders. Here's a summary of

what he found.

Organizational change is most often met with:

1. Confusion over purpose and direction.
2. Lack of adequate communication between senior management and transition team(s).
3. Lack of balance between thoughtful planning and the urgency of the moment.
4. Lack of adequate transition planning.
5. Lack of appropriate participation.
6. Organizational delusions and defenses.
7. Not considering culture change: "the way we do things around here."
8. Lack of a clear communication and commitment plan.
9. Need for trust and credibility of the change team.
10. Lack of adequate resources.

Not surprisingly, the discussion that followed blended the powerful experience of Newt's audience with his

own research and led to deeper insights into the many variables that can help avoid some of the problems with organizational change that Newt so clearly identified. The focused discussion, like the rest of the evening, was stimulating, enhancing, and, most of all, truly enjoyable. So, thanks Newt, and thanks to the OC-ASTD Senior Practitioners who continue to add value to hundreds of organizations throughout Orange County, California, and the rest of the world.



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