

2003 LEADERSHIP INDEX

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Orange County Chapter

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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: \$150 (\$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 (+ \$50 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.

ASTD/ISPI Partner on Industry Certified Performance Technologist (CPT)

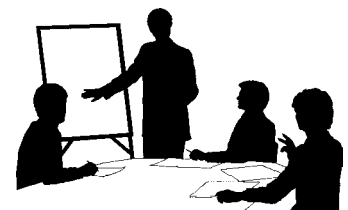
This certification is a credential that is given to people who satisfy a set of requirements. Their work will meet both performance-based standards of Performance Technology and application requirements developed by ISPI in affiliation with the ASTD Certification Institute to experienced practitioners in the field.

There are 10 Standards of Performance Technology, which are based on four principles and follow a systematic process to improve performance. The Code of Ethics is indented to promote ethical practice in the profession.

There is a grandfathering period for a limited time (applications must be received by October 31, 2003) during which candidates with six or more years of performance improvement experience are exempted from certain qualifications. The purpose of the grandfathering period is to afford experienced practitioners the opportunity to participate more easily and bring visibility to the credential.

Go to www.astd.org (yellow block on the right) for full details, frequently asked questions, already Certified Performance Technologist, and application forms.

When registering to become a Certified Performance Technologist, use the ASTD OC source code, **CH8091** when enrolling for an ROI to our local chapter.



ASTD International Conference-

San Diego Leadership Overview

by Tom Porter

One of the responsibilities of the ASTD-OC Chapter President is to attend the International ASTD Conference. This year, Orange County and two other chapters were selected to address the International ASTD Board of Directors. The three chapters varied in size (85 to 500 members) and geographical location (rural Alabama, Central Iowa, and Orange County, California). Each President was asked

to provide a brief overview of their chapter, prepare responses to several questions, and participate in a 60-minute question and answer session. The International ASTD Board of Directors wanted to have a better understanding of the issues and concerns impacting local chapters. The results were enlightening for the Chapter Presidents as well as the International Board.

1. All volunteer organizations, regardless of size or geographic location, are challenged to find the volunteer leaders to consistently maintain and build their organizations.

Increasing pressures placed upon individuals from work and family are limiting the number and quality of hours volunteers can dedicate.

2. We all have a love for training and development. What binds us so closely is a deep desire to grow and to help others expand their knowledge.

3. All three Chapter Presidents see our organizations becoming more diverse and global. While we feel our local members join local ASTD chapters for social and business related contacts, as well as exposure to learning activities, we feel our link to ASTD National could be better. While we would like to feel we are one big happy ASTD family, in reality we have different by-laws and organizational structures. We have different websites, newsletters, dues structures, and programs. Chapters are expending too many valuable resources (both people and dollars) developing

local solutions to common issues that could be provided in a template format from ASTD International. (Example ASTD-OC has just invested in a new website that, if it were available, could have been patterned after the national site.)

Personally, I feel the 90 minutes the Chapter Presidents spent with the International Board was one of the most beneficial parts of the entire conference. It forced us all to ask ourselves tough strategic questions about what the future of ASTD, both local and international, needs to consider to stay viable in these rapidly changing times. We are all keenly aware of the “traditions of ASTD.” We are also aware of the need to make sure that these closely held traditions do not negatively impact the continued long-term viability of ASTD.

Let me provide an example of one traditional challenge, our name: ASTD-American Society for Training & Development. There are now numerous International members with their own country affiliations. Should we change the name of the organization to ISTD (International)? Should the name be changed to reflect much more than just Training and Development? These are interesting questions, which need thoughtful consideration.

If these issues intrigue you, perhaps you should consider a leadership challenge. Help shape the future of ASTD locally, nationally, and internationally by getting involved in your local chapter. Get Connected, Stay Connected!



ICE 2003 Experience

by Denise Anne Klomp

ASTD wants to change the world. I didn't know this until I attended ICE 2003. General sessions, seminars, and spontaneous conversations explored everything from a call for excellence and passion in executing the duties of our profession, to exploring how to care for the soul and how to develop genuine transforming communities within organizations and our world.

In a General Session, Jim Loehr challenged us to manage our energy, not our time. He said that time only has meaning when it converges with energy, and that fully engaging life means understanding that our expenditures of energy define what we become and the kind of life we live.

During his seminar, Peter Block asked us four questions:

1. How valuable do you plan for this hour to be?
2. How much risk do you plan to take?
3. How participative do you plan to be?
4. To what extent are you, in this hour, personally invested in the well being everyone in this room?

In small groups we discussed our answers. He encouraged us that at the moment of answering these questions in any context, each of us becomes the author of our own experience. And particularly, even at that moment, each of us was contributing to the architecture of social space. This caused me to wonder about the "social space" of our Orange County chapter. What would happen if we asked Block's questions each time we attended a luncheon or SIG meeting? How would we begin to change our world?



ICE Team pictured above:

(Back row) Theresa Bone, John Legreco, Toni Johnson, John Leach, Mimi Murray, Rick Hicks, Linda Bamer.
(Front row) Mary Heikkinen, Jean Riley, Barb Greenstein.



Picture to the left: ASTD-OC Past-President Toni Johnson and ASTD-SD President Teresa Bone.

Picture at bottom: ASTD-SD President Teresa Bone, ASTD National President Tina Sung, and ASTD-SD ICE Volunteer Coordinator Mimi Murry.



Important updates on Learning Event times and dates

Note: The August, September and October meetings have been changed from our regular date and time to test different meeting time and to obtain the top speakers in their fields. November and December are also moved to the 3rd Wednesday due to the holiday season. Please make note of these changes so you can join us for these terrific programs.



Thursday, October 16 (Dinner)
Learning Event- Coaching the Executive Career: Tips, Tools and Techniques

World-class athletes know: *If you're not getting better, you're falling behind.* Now corporate executives are recognizing the value of and even the need for an experienced coach to serve as a sounding board, a reality check, a fresh outside viewpoint, an advisor or teacher — someone to help them.

Sharon Jordan Evans, ICF certified coach, is co-author of *Love It, Don't Leave It: 26 Ways to Get What You Want at Work.*



Tuesday, August 19 (Lunch)
Learning Event: Measuring ROI- Developing the Business Case for Learning and Development

“How do we justify the financial costs of training?” The ROI methodology represents one of the most effective ways in which the training and development staff can increase its influence in the organization, enhance program results, and measure the contribution of programs in terms that senior management can understand. This approach has led to the addition of a fifth level in Kirkpatrick's model.

Jack Phillips, renowned organizational consultant, National ASTD board member and speaker, will share his experience on this timely topic.

On the 18th and 19th, Mr. Phillips will be providing the same two-day seminar that he presented at the ASTD International Convention & Expo recently.



Tuesday, September 23 (Breakfast)
Learning Event- Treating People Right: Specific Practices to Satisfy Employees and Motivate Improvement

Treat people right. It sounds easy — too easy. The challenge is to identify and implement designs and practices that are good for *both* the individual and the organization. This presentation will discuss the business case for treating people right in a way that produces long-term payoffs for the organization. You will learn the seven principles your organization can practice to create a “virtuous spiral of success.”

Ed Lawler was named one of the nation's leading management experts by Newsweek Magazine. Dr. Lawler is professor of management and organization at the University of Southern California.

In response to the membership survey, this is our first-ever breakfast meeting

Wednesday, November 19 (Lunch)
Learning Event: Career Assessment: Elevating Your Career



Learn about the Elevations career assessment tool, in a casual, hands-on workshop that will give the members of the AST-OC, a whole new skill set they can immediately use in their private practice or within organizational settings.

Helen Scully is a career consultant and the developer of the Elevations career assessment tool.

Wednesday, December 17
Death by Chocolate (Lunch)
 Installation of Directors & Service Awards



Our December meeting will feature the wonderful food of the Turnip Rose, taken up a notch by the addition of holiday desserts that seem to get better year after year. We will also present awards for chapter service and install the new board of directors.

www.astdoc.org

See what's new at the website

Haven't logged in yet?

Features like Job Postings and RFP Listings are available to those users logged in as a Member. Use your USER ID and Password (your user ID and password were emailed to you at the end of February). If you need additional assistance, please contact Mary Sause at eNews@astdoc.org.

Forgot your password?

Click on the "Forgot Your Password" link and your Logon information will be sent to the email address on record.

Update your e-mail address-

The distribution of the Timely Information message returns many invalid email addresses. Check to see if

your email address is spelled correctly. If the word ERRORED is listed with your email address, it is because ASTD-OC received an error message when sending you the last email communication. Please provide a new or corrected email address so you can be sure to receive timely ASTD-OC chapter information.

Update your profile-

It's free. What an opportunity to gain exposure and get noticed in the training community. Click on "Member Login", click on "Desktop," select "My Profile". Update your information. Don't forget to hit "Save".

Upgrade to an *Enhanced Profile*-

Are you looking for even greater

exposure at a reasonable cost? You can have your picture on the Web Site Home Page. Upgrade your membership to an Enhanced listing and increase your visibility under "Find a Trainer" as well. Enhanced listings allow you to upload a portrait or logo to your profile. The 2003 introductory cost for this listing is \$30 (50% off the regular annual cost that will go into effect in 2004). Contact Denise Ross at office@astdoc.org to upgrade.

Get involved-

We are seeking talented individuals to assist with Chapter activities. Visit the GET INVOLVED page under MEMBER SERVICES to learn more.

NEED NEW CUSTOMERS?

Advertise here! Contact our VP of Marketing, Camille Attell at marketing@astdoc.org to place your ad NOW.

OrangeSpiel Newsletter Advertising rates

Business card

Members	\$75.00
Non-members	\$125.00

1/2 page

Members	\$250.00
Non-members	* \$400.00

Full-page inserts (2 sided)

Members	\$400.00
Non-members	* \$600.00

Other Items Pricing

ASTD Mailing Labels

Members	\$200.00
Non-members	* \$300.00

Website Banner (30 days)

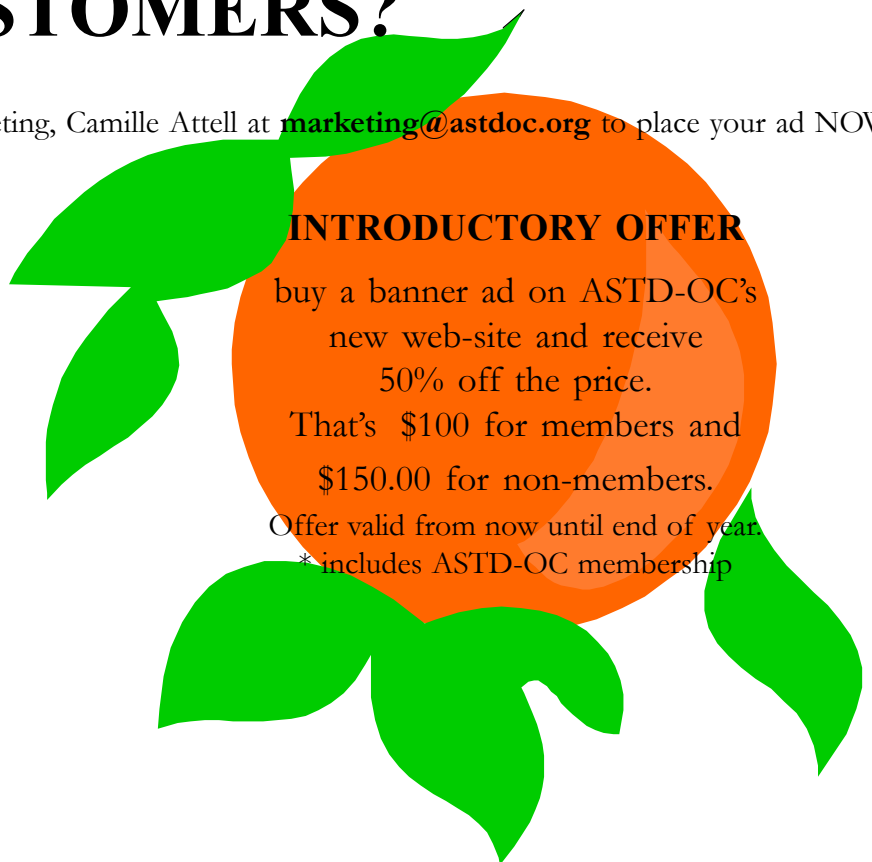
Members	\$200.00
Nonmembers	* \$300.00

INTRODUCTORY OFFER

buy a banner ad on ASTD-OC's new web-site and receive 50% off the price.

That's \$100 for members and \$150.00 for non-members.

Offer valid from now until end of year.
*includes ASTD-OC membership



ASTD-OC Website Resource Guide

Have you been there yet?

Our new web address is: www.astdoc.org.

Under **Chapter Information**: read the President's quarterly message, see who your 2003 leadership is, check out our past presidents, read the monthly board meeting minutes, brush up on the chapter by-laws or review the monthly financials. Some of these tabs are exclusive to members as member benefits. *If you are not logged in, you won't see them.*

Under **Member Services**: learn about the benefits of being an ASTD-OC member. You can join, browse through the newsletter archives, communicate with other members via the message board, check out the Job and RFP listings or post a job! Invite organizations to post their jobs as well.

Under **Find a Trainer**: perform a search to stay in touch with fellow members. Here's how it works: All members will have the benefit of participating in the Search feature by virtue of being an ASTD-OC member who has an updated on-line profile. We encourage you all to update your profile today. It's free!

Under **Featured Member**: you can derive maximum benefit from the Search feature by providing a headshot and completing a full page profile. The enhanced listing puts you at the front of the line when organizations search on key words. You will be featured on the front page on a random rotation basis. The enhanced listing is available as an introductory offer for \$30 from now until December.

Under **Events Calendar**: you can view the monthly activities of the chapter (and affiliated organizations) a glance. Clicking on a date will open a link to more in-depth information and sign-up opportunities, if applicable.

Under **Professional Resources**: you will find valuable information about

the heartbeat of our organization, the SIGs. Career links as well as Associated Links, Career Development, monthly Learning Event Speaker Notes and Plugged-in articles can also be found here.

Under **Contact Us**: you can learn about banner advertising on the site as well as opportunities to get published. Use a form to get in contact with us.

Under **Your Opinion Matters!**: we have a different opinion poll on the home page every month. Sorry! We have a smart site. It knows that you have voted once. You will not be given the opportunity to vote twice.

Under **Timely Information Message**: friends and interested parties who are not members of ASTD-OC may sign up on the home page to receive our monthly messages. We require only a first and last name as well as an email address.

Under **Monthly Learning Event**: notice the boxes outlined in blue at the bottom of the home page. The left box will always display the monthly Learning Event details.

Under **Member Login**: you must sign in on the top right of the home page to receive all of the member benefits the site has to offer. If you can't see something that you were expecting to see, check to see if you are signed in. Once signed up, you can edit your password to set your personal preferences.

The Communications team is very proud of the enhanced functionality of our new site. At the same time, we understand that transitions can be challenging. If you have any questions at all, please email Mary Sause, e-Communications manager at enews@astdoc.org.

Leaders on the Move

Nancy Boyette, ASTD-OC Orangespiel Editor, has been promoted to Orangespiel Manager.

Chris Fumei, ASTD-OC member, has accepted the position of Manager of Training for Mosaic Solutions.

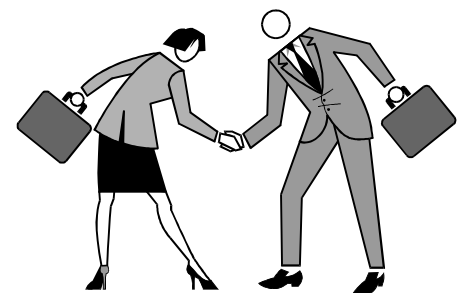
Jenny Grossgold, 2002 ASTD-OC VP of Professional Development, has accepted the position of Senior Organizational Development Specialist for WFS Financial.

Jim Hopkins, ASTD-OC member, has accepted the position as National Training Director, Fremont Investment & Loan.

Vera Michaels, has accepted the position of Director of Professional Development, with SimpleTech. Vera has served as ASTD-OC Manager of Membership and has been promoted to VP of Membership for ASTD-OC.

Gary Reiter, 2002 ASTD-OC Editor, has accepted the position of National Manager Client Support for - CareCredit (General Electric Consumer Finance).

Mary Sause, 2003 ASTD-OC E-Communications Manager, has accepted a position at WaMu in OD/HR Consulting.



Do You Have a Performance Improvement or a Training Department?

by Freda Turner Ph.D.

Just a few years ago, an organization's competitive advantage was measured in terms of physical capital. Today, organizations with the best talent, ability to access information, and ongoing performance improvement programs have the best opportunity for success. This has given interest in measuring performance improvement instead of training. For example, British Petroleum (BP), a major international integrated oil company, used performance improvement to increase profits by \$30 million per oil well. In the past, drilling workers would solve problems using trial and error. When workers discovered a new process that improved efficiency, it was never shared beyond the single drilling platform team. What BP did was to take all the tacit knowledge found among the different drilling teams and create a culture of shared knowledge and performance improvement measurements.

Demand for performance improvement is increasing exponentially and many organizations are now renaming their training department and holding trainers responsible for performance improvement results. Below are best practices in getting higher productivity for the training dollars.

Performance Improvement Strategies Used by Top Organizations

1. Align skill development with organizational objectives.

When implementing new training, communicate with all employees informing them of the opportunity

that it presents to broaden skill sets. When Jack Welch was CEO of GE, he wanted to implement Six Sigma training. He provided stock options to employees that attended Six Sigma training and met other organizational improvement goals. Results achieved included the design of a new CT scanner that reduced chest scans from three minutes to 17 seconds, aircraft engine delivery reduced from 80 to 5 days. Performance improvement even improved HR's hiring time. Helping employees develop new skills does result in organizational improvements.

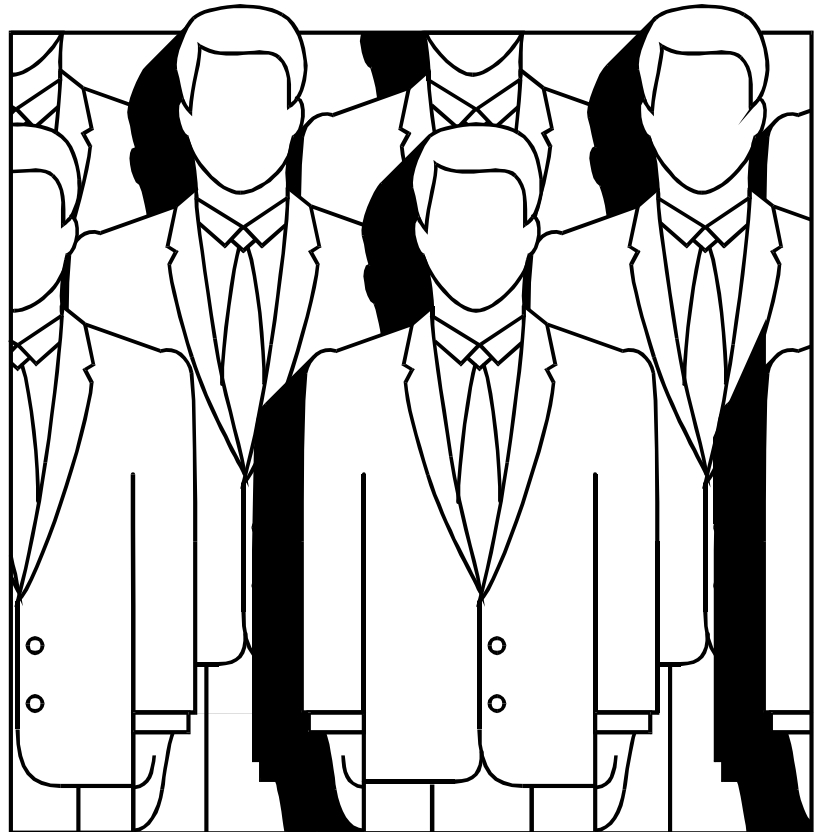
2. Beware of the "Can't see the trees for the forest training syndrome."

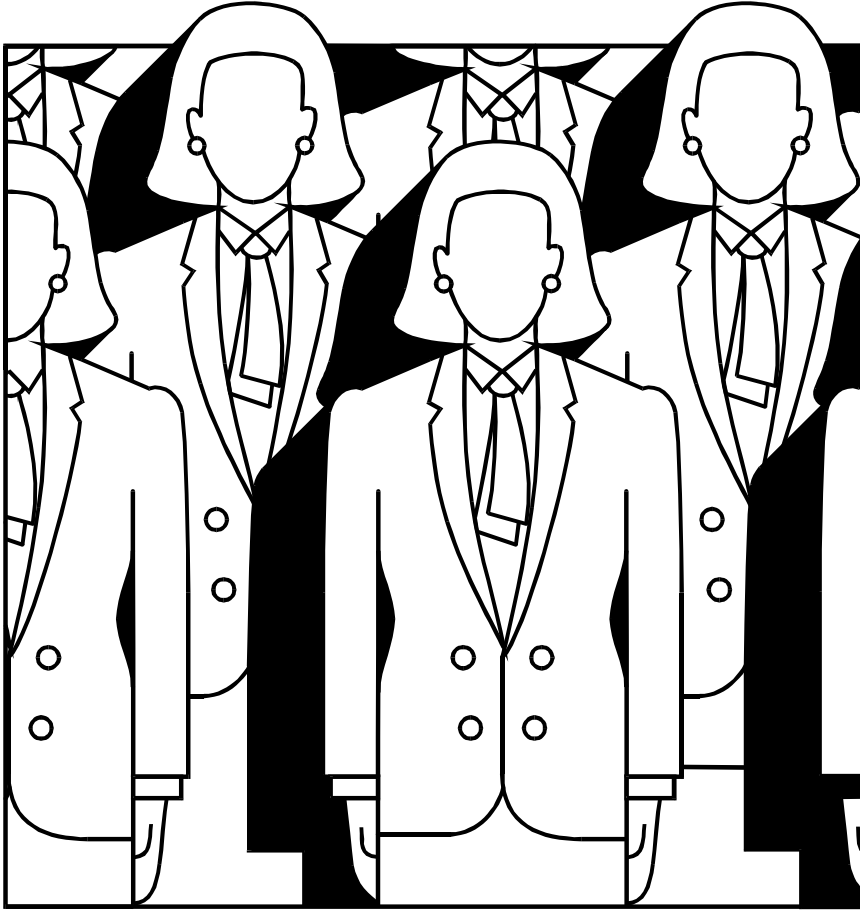
Trainers often get on a treadmill doing repetitive training such as new

employee orientation. Orientation is important, however, measurable, new performance results are also needed for a competitive advantage. Survey supervisors/managers on what new training efforts might produce increased performance or contribute to new organizational goals.

3. Extend accessibility and training reach with e-Learning.

As the downturn bites, e-learning has a vital role to play in rapidly re-skilling people and organizations for the tougher times ahead. An added bonus to being faster, e-learning costs per head are 88% lower than traditional classroom training once implemented. According to KPMG Consulting, IBM saved \$200M per year by moving 70% of its courses online. The Department of Education indi-





cates that 84 percent of U.S. colleges and universities now offer on-line learning opportunities to provide wider learning opportunities in a cost effective manner. Trainers might consider developing and presenting a business case to use the Internet to push and implement e-learning. Advantages include cost savings of training documents, consistency in content/delivery, ability to change/update curriculum instantly, broader access to corporate experts and authorities, opportunity to reach numerous geographical locations without incurring the costs of travel and loss of productivity due to travel.

4. Employee suggestions better lever corporate knowledge.

Top organizations improve performance from a strong employee suggestion program. General Ideas Inc.

now develops software that merges an organization's email system into a more efficient and effective way for an organization to manage employee suggestions, costs savings, corporate information and data. Supervisors and managers must be encouraged and held accountable to stimulate a culture of employee sharing, suggestion submission and feedback.

5. Recruiters and trainers are business partners in employee selection, training, and outplacement.

This minimizes recruiter/trainer burnout and allows each to develop new skill sets. Partnering allows trainers and recruiters to anticipate numbers and needed new skills. During recent downsizings, some organizations have used their own recruiters, trainers and software technology to

help downsized employees find new career opportunities reducing outplacement costs and harvesting good will with exiting employees who don't feel kicked out of the nest.

6. Mentoring and coaching is a catalyst to performance improvement.

Everyone has a blind spot. Internal coaching programs, assessments and mentoring programs assist employees into reaching higher levels of productivity. Supreme Court Justice Douglas is noted for saying, "90% of all decisions are emotional and that creates most all problems." Think about that! The crimes committed such as theft, rape, hit and run are emotionally driven. This same decision-making process often occurs in organizations. Yet this is where most individuals have the least amount of training. "A decision is the action an executive must take when he has information so incomplete that the answer does not suggest itself." Training supervisors and managers in emotional intelligence, mentoring/coaching/networking strategies can lead to higher productivity and less problems.

The bottom line is that performance improvement and intellectual capital is fast becoming prime drivers of organizational success. Research reflects that US companies spent 25% of their training money on outside companies, however; approximately 60% of change strategies are quickly abandoned if not taught, measured and reinforced by ongoing internal performance improvement departments.

Freda Turner, Ph.D, Professor at University of Phoenix •

fturner@email.uophx.edu

Presentation vs. Facilitation:

How they differ, and how they are similar

by Anthony C. Griffin

Trainers and human resource development consultants sometimes do not recognize the “fuzzy line” that separates facilitation skills from presentation skills. For instance, we see a great deal of notice paid to the presentation skills required of a competent trainer, but relatively little attention to what facilitation skills might be required of an adept trainer. Perhaps, then, there is an overemphasis in our Chapter on how to be an entertaining, dynamic, fun-loving, exciting presenter and trainer. If so, we need to remember that these skills are only a part of an effective trainer’s skill set.

What Are Facilitation Skills?

A useful distinction between a facilitator and presenter is made on the International Association of Facilitators (IAF) website (<http://www.albany.edu/cpr/gf/>) wherein training and presentation are defined as a process primarily to transfer information or skill (content) between a trainer and a participant group. Facilitation, however, is what we do when we are focusing primarily on processes in the group itself: how the group communicates, solves problem, resolves conflict, and makes decisions.

Janelle Brittain, author of *Facilitation and the Speechless Speaker*, makes the distinction this way: “Speakers view their mouth as their primary instrument. Facilitators view their ears as their primary instrument.”

Put another way, a facilitator lis-

tens without judgment, does not need to control interactions and outcomes, can think on many different levels simultaneously, and makes it possible for others to think and act.

A facilitator uses structured techniques and communication skills to “ease” the group and its members to emotional and cognitive growth and is neutral toward the content of the discussion, or meeting. A facilitator, then, is an expert on group process. Some examples of facilitated events are: strategic planning, decision making, conflict resolution, problem solving, creative development, and team initiatives.

The IAF website further clarifies that “Where training and presenting involve **telling and teaching** the participants, facilitation involves **helping** the participants discover for themselves” (*emphasis added*). A facilitator must be able to read individuals as well as the interactions between individuals and the subtleties of

group dynamics.

Michele Whitmore, a contributor to the IAF website, says “The facilitator notices patterns in group interaction and brings it up to the group for exploration.” A skilled presenter “notices” these patterns but, at the same time, is interested in knowledge and skills transfer.

Isabel Rimanoczy, another IAF contributor, suggests that the facilitator should encourage the group to discover its own answers and solutions to issues it confronts, be attentive to group process, tactfully confront the group with its own behaviors and assumptions, use appropriate humor, and help the group to summarize and draw conclusions.

Presentation Skills:

When we turn our discussion to presentation skills, Max Messmer, CEO of Robert Half International,



tells us that the presenter needs to be able to:

1. Have clear goals.
2. Tie information to the bottom-line.
3. Make sure the approach fits audience needs and characteristics.
4. Use appropriate materials in support of the presentation.
5. Make clear points.
6. "Connect" with the audience.

Similar advice on presenting is offered by Lois Geller:

1. Outline the points you want to make.
2. Think about how you're going to be creative.
3. Practice, practice, practice.
4. Watch the time.
5. Get to the meeting room early.
6. Talk to the person who will introduce you.
7. Give yourself a pep talk.
8. Have a good attitude.
9. Have fun and be enthusiastic

10. Be engaging and interactive.
11. Never read.
12. Ask the audience questions.
13. Summarize your presentation.

The National Speaker's Association recommends that presenters master eight core competencies, including the "Presenting and Performing Competency," which is defined as being able to communicate and work with audiences, mastering the mechanics of a presentation, acknowledging that the needs and interest of each audience vary, adapting the presenter's role to the needs of the audience, and staying abreast of developments in technology and state-of-the-art presentation techniques.

Tom McCarthy, a former sales professional with Marriott and Hilton Hotels, makes these points about presenting effectively:

1. Say it simply.
2. Talk to their backgrounds.
3. Use brochures, pictures and demonstrations.
4. Present benefits, not just features.
5. Use trial closes to see where you stand.

While in agreement with the above, Trevor Zieglerstein, also discusses the importance of using non-verbal communication for an effective presenter:

1. Be aware of and use your posture to effectively communicate.
2. Don't speak in a monotone voice: vary the pitch and volume of your voice.
3. Make sure your movements are relaxed.

What are the Similarities of Facilitating and Presenting?

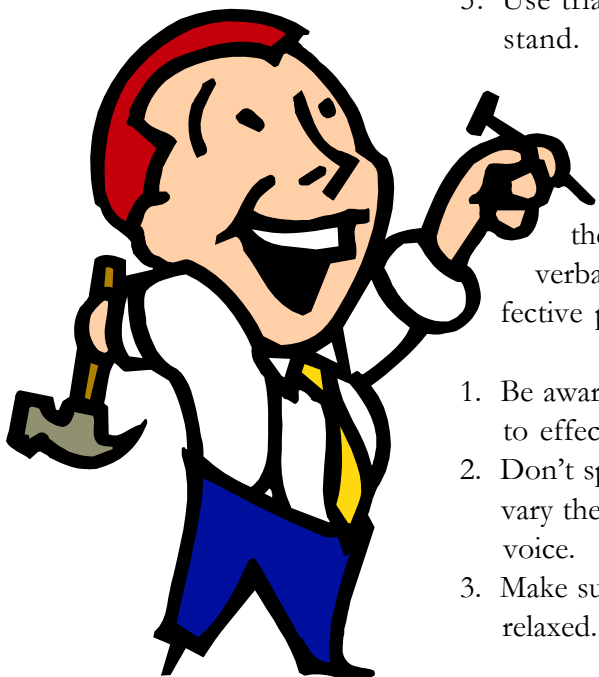
While the differences between the two skill sets may be readily apparent, there are some important similarities:

- Both must find ways to identify with and relate to the audience.
- Both require skillfulness.
- Both require knowledge – although to differing degrees of group process.
- Both utilize similar but not identical tools (e.g., needs assessment, Socratic dialogue, summary, questioning, small group work, similar audio-visual media, action planning).
- Both depend on a similar body of knowledge.

Final Thoughts:

The intent here is to both distinguish facilitation from training and to draw parallels between them. We see that facilitation skills and presenting skills share interventions and a body of knowledge and techniques. However, we also see that being competent in one does not presume competence in the other. Because of this, I believe the Orange County Chapter of ASTD should seriously examine facilitation skills separate and apart from presentation skills. Chapter members may profit from developing their facilitator competencies, which can only strengthen their presentation and training delivery.

*Anthony C. Griffin is owner of Teamworks in Riverside, CA. • (909) 784-9330
www.teamworks1.com*



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newton-mpconsulting@cox.net
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Laguna Beach, CA 92651

Authors & Writers

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1st Thursday, monthly • 5:00 – 7:00 pm
OC Transit Authority • 550 S. Main Street
Orange, CA 92868
Next Meeting: 9-04-03

Coaching

Leader: Moty Koppes

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motykoppes@cox.net
3rd Tuesday, monthly • 5:30 – 6:30 pm
John Laing Homes
895 Dove Street, Suite 200
Newport Beach, CA 92660
(949) 265-2479
Next Meeting: 8-19-03

Business Book

Leader: Open

Community Service

Working Wardrobes

Co-Chair: Wendy Nakamura

Contact: (949) 722-1478
wnakamura@sbcglobal.net

Co-Chair: Erandy Sanchez

Contact: (562) 594-7104
1st Wednesday, monthly
Working Wardrobes
12914 Haster Street
Garden Grove, CA 92840
(714) 971-9090
Next Meeting: 9-21-03
“Women’s Day of Self Esteem”

Consultants

Leader: Jennifer Shirvani

Contact: (949) 388-6764
jennifer@penumbra.com
2nd Wednesday, monthly • 4:00 – 5:30 pm
Lee Hecht Harrison
2415 Campus Drive, Suite 250
Irvine, CA 92612
(800) 313-3805

Career Development

Leader: Open

Mentoring

Co-Chair: Toni Johnson

Contact: (714) 281-8070
tonicoach@aol.com

Co-chair: Dr. David Hartl

davidhart1@aol.com

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Leader: Kathy Harcharik

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OC Transit Authority
550 S. Main Street Room 155
Orange, CA 92868

Training & Technology

Co-Chair: Denise Klomp

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Co-Chair: Paula Powers

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1st Wednesday, monthly
Next Meeting: 9-10-03
Networking: 4:15- 4:30 pm
Presentation: 4:30 – 6:00 pm
See www.astdoc.org for
meeting location