

2005 LEADERSHIP INDEX

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*We thank the 2004 Leadership Team
for their hard work and service over
the past year!*



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: \$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

Every time you register for an ASTD conference or workshop, renew your ASTD International membership dues, 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**.

Every time you use our Orange County Chapter Code, you help our chapter receive a portion of your revenue back to help with our operating costs. An important way of helping to keep your national membership dues down, use of the code also helps the Chapter emphasize the importance of ASTD International to all of our members.

ASTD-OC EVENTS

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

ASTD-OC Learning Events

Wednesday, January 26, 2005

OD's Role in Experience Management
Jennifer McCusker, People Support with Taco Bell
11am to 1 pm
Turnip Rose, 300 S. Flower, Orange, CA

Wednesday, February 23, 2005

Crucial Conversations: Tools for resolving broken promises, violated expectations, and bad behaviors.
Ron McMillan, Vital Smarts
11am to 1 pm
Turnip Rose, 300 S. Flower, Orange, CA

ASTD TechKnowledge 2005

eTensify: Take eLearning to the Next Level!

- Pre-conference Workshops: begin January 30, 2005
- Conference: February 2-4, 2005
- Exposition: February 2-3, 2005

 eTensify your eLearning knowledge at the industry's leading conference and exposition. ASTD Tech-Knowledge® 2005 offers five conference tracks designed to help produce the complete eLearning experience. Respected authorities in the field will guide attendees through *Designing, Building, Delivering, Facilitating, and Managing eLearning* applications. Take eLearning to the next level. Sign up today at www.astdoc.org and be a part of ASTD TechKnowledge 2005.

Volunteer for ASTD TechKnowledge 2005 and attend a workshop for free! Read *ASTD TechKnowledge needs you!* on page 12 for details.

ASTD-OC Board Meeting

Members are encouraged to attend, but please contact Geri Girardin, President@astdoc.org, to ensure that we have a room large enough to accommodate us all.

January 19, 2005
OCTA, Orange, CA
5:30 pm – 7:00 pm

February 16, 2005
OCTA, Orange, CA
5:30 pm – 7:00 pm

Leadership and Homeland Security Conference -- ASTD-OC Annual Event

Friday, February 11, 2005

ASTD-OC and National University will hold an all-day Leadership and Homeland Security Conference (LHSC). The LHSC will be hosted by **National University** at the Costa Mesa campus. You'll join local executives, middle managers, frontline security/emergency staff members, and other performance improvement professionals in learning about California's homeland security status and its effect on the business community. Most importantly, you'll leave the conference with dozens of ways you can contribute to a safer Golden State.

As this *Orangespiel* goes to press, speakers include Roger Conway, D.P.A, Center for Creative Leadership's Program Manager for Leadership at the Peak; U.S. Congressman Dana Rohrabacher; and Ken Wheatley, Vice President, Global Security for Sony Electronics, Inc.

The planning committee (co-chaired by Geri Girardin, ASTD-OC 2005 President, and Loren Zimmerman, National University) includes ASTD-OC members Kelli Bond (ASTD-OC 1998 President), Bill Dutting (ASTD-OC 2004 President who is also a National University faculty member), Suzy Elliott, Jim Adams, Michelle Howe, Mary MacKee, Tara Marvin (ASTD-OC 2005 VP of Professional Development), Dr. Lynn McCann (ASTD-OC 1989 President who is also a National University faculty member), Erika Neuhauser, Kathleen O'Brien-Powell, and Joseph Sorrentino. Eric Anderson, 2002 ASTD-OC VP of Communications, serves on this committee as well. National University's assistant dean, Dave Waller, rounds out the team.

To ensure the highest quality, enrollment is limited.

Editing e-Learning Projects: Five Areas Toward Success

by Kelli Bond

Kelli Bond is principal consultant of editorial services, workforce learning & performance, and HR for the Cypress-based Kelli Bond Associates. She was 1998 president of ASTD-OC. You can e-mail Kelli at versakek@earthlink.net.

Managing the design and development of Web-based training for the first time? Heading another e-learning project but feel trepidation toward the editorial aspects of the job?

The following five items will lead you, your writers, your reviewers, and your editors toward custom products that stimulate the senses and help improve job performance!

1. Select Key Reviewers: Complete this step while you're building support for your project—*before* the kickoff meeting. Personally invite reviewers, both core/key and alternates. The latter will come in handy in case the former are unavailable.

At a minimum, reviewers should represent a mix of business subject matter experts, the technical team, and the training design/development team. Some content may also call for involvement from corporate communications/public relations and legal counsel, among other stakeholders.

Hold a short group meeting (also before the kickoff) to exchange and clarify expectations. Memorialize decisions in an e-mail.

2. Develop, Distribute, and Enforce Standards that Incorporate Web Writing Principles: Whether your



e-learning project involves one writer or 20 writers, you need an editorial or a writing style guide to ensure consistency throughout all courses.

Among the many areas your standards should address:

- The per-frame word count (20-30 distributed among three to five sentences for the most dynamic product).
- Word order (active voice).
- Text congruence (with the mood and content of other elements in the e-learning).

Be assured that your e-learning participants won't read every word. They'll latch on to key terms and phrases that support their learning. Moreover, fewer (and more specific) words often mean greater comprehension among all participants, especially those for whom English is a second or subsequent language.

3. Revise Early: If your schedule allows, set the initial review at the storyboard/script/prototype stage, and do the bulk of your revisions and edits immediately thereafter. You'll save hundreds of hours (and thousands of dollars) in Web programming/production. Focus on tone, sequence, content, element compatibility (how well text, graphics, sound, and interactive features work throughout), and instructional soundness. You'll also scrutinize text.

For the best use of your key reviewers' time at this stage, assign each reviewer specific emphasis areas. Be sure to issue individual e-mails to preserve good will.

4. Include Potential Learners/Users in the Edit/Review Process: If you have time for only one edit cycle, bring in representatives of the learner/user community along with your key reviewers. For two or more edit cycles, potential learners/users will participate later. Maximize learner/user time by having them take the e-learning course as program participants. Capture their likes and dislikes on individual feedback forms, in focus groups, or both. Use the results of any on-line knowledge evaluation to gauge learning levels at this juncture.

5. Complete Final Edits: Assign your best copyeditor to make sure changes have been incorporated (from a consolidated edit)—and to look at final language mechanics, final link operability, final graphic/page display, and final sound quality. Your project budget should allow for any cleanups at this stage.

Are you writing enough?

By Susan Gerke

Susan is the president of Gerke Consulting & Development and is the co-author of The Quick Guide to Interaction Styles and Working Remotely. She is a regular contributor to the Orangespiel. You can contact Susan at sgerke@sbcglobal.net, (949) 831-7088.

Have you thought about writing articles for publication in newsletters or magazines? Or do you think, "That's only for real writers?" You too can be a "real writer" and gain the benefits that come from being published. It's easier than you may think, and the benefits are real. Writing has become a key marketing tool for me. As a result of being published in newsletters, I've found that people recognize my name and know more about my skills and expertise. That has led to business opportunities I wouldn't have had otherwise. And, writing regularly has increased my confidence in my writing skills and led to writing and publishing a book!

Increase Visibility

Submitting articles in newsletters is an easy way to increase your visibility. If you are an internal trainer, there is probably a corporate newsletter or web-site where you can be published. For everyone, internal or external, a large number of newsletters, bulletins, journals and magazines are available to you. People putting out these publications are always in need of good articles, book reviews, etc. The Orangespiel is a great example of a professional newsletter that depends upon its society's members for content.

Demonstrate Expertise

If you are a subject matter expert or have a view on a current topic, then publishing an article can help people see that you have that expertise. You can include the published article in proposals, presentations, or just send it to someone who should know more about your knowledge.

Highlight Skills

Sometimes we are seen as knowledgeable in only one or two areas (e.g. Quality, Teamwork, Creativity) because that is the major focus of our work. Writing an article about a different or related topic can increase people's view of your knowledge and expertise.

Add A Marketing Tool

Writing can be a great marketing tool. I got started writing regularly by reviewing books and articles and sending them in an e-mail to people I thought would be interested. After a couple of years of bimonthly book reviews, I joined forces

with two colleagues and started a quarterly newsletter. My mailing list has grown, and combined with my colleagues, we send out about 1200 newsletters each quarter. This keeps my name in front of clients, prospects, and consultants so that when they have training or consulting needs, they call me

While publishers are looking for articles, they are looking for well written articles, as they usually don't have the time to do extensive editing. So, you need to write clearly and with appropriate grammar and punctuation. Several books are available to help you improve your writing, or you may want to participate in the ASTD-OC Authors and Writers SIG to get tips and input!

Tips for Writing

Whether you want to write a book, an article or an important document, you can take advantage of these writing tips from the Authors and Writers SIG.

- 1) Schedule a time to write.
It's easy to put off writing until "later." If you are serious about writing, schedule time to write. Pick a time of day when your head is most clear and your energy is best.
- 2) Just start writing.
Rather than trying to write the perfect sentence or paragraph, just get your thoughts down. The editing process will clean it up for you.
- 3) Edit, edit, edit.
Set your work aside, then pick it up later and edit it with "fresh eyes." You should spend far more time editing than you spend writing your first draft.
- 4) Get a writing buddy.
Find someone who is willing and able to give you feedback on your writing — both for content and for syntax. The talents are different, so you may need two buddies!

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So many enthusiastic volunteers - over a hundred - have committed their talents, energies and time to making our 2004 ASTD chapter a strong, professional community and resource!

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Take a moment to personally thank as many as you can. Ask them about their volunteering experiences. And then, if you haven't yet taken the step, figure out how you too can get involved and make a difference in 2005!

Using Personality Theory When Training

By Steven Davidson

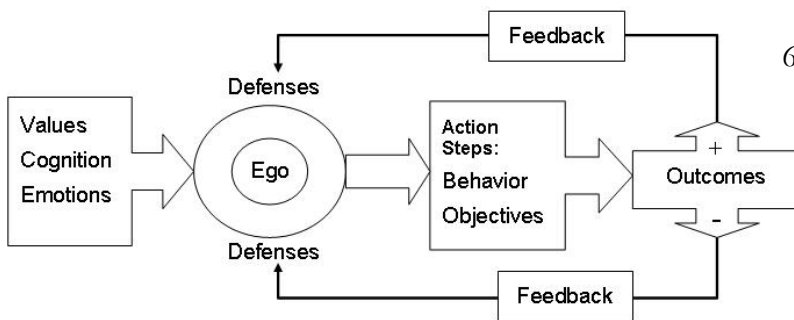
Steven Davidson is the author of An operations model of psychosocial structure and function and of psychotherapy, originally published in the November 2000 edition of Genetic, Social, & General Psychology Monographs. He can be reached at s davidson@hca.co.orange.ca.us

Many of us have been exposed to “personality theories” in school. Behaviorism. Existentialism. But what do they mean? How do they fit together? And, perhaps most importantly for trainers, *how could training design benefit from an understanding of personality?*

The “theory of human operations,” published in a psychology journal in 2000, attempts to combine several existing theories into one model. This model of the personality has nine basic components which look at the core of a person’s personality, the actions a person may choose, and the results that person aims for. Compared to most theories of personality, this one is highly applicable to the world of training. It is oriented from the get-go towards training or structured learning.

The Personality Model

The core of the personality can be divided into four components: Values, Cognition, Emotion, and Ego. These components are arranged hierarchically. So, Values dominates



Cognition, and Cognition dominates Emotion. That is, feelings are more “basic” than thinking, and thinking is more “basic” than ideals.

1. **Values:** Values are the guidelines for living that work best in the long run — the *reference points* of our lives. For example, take the case of “honesty.” Ask yourself: “Would I want a *dishonest* employee? Spouse? Child?” Probably not! *Values*, in this model, are considered the

polestars of the personality.

2. **Cognition:** *Cognition* is that quiet room in our mind where we go to think—the hushed tones of the legal or accounting department in our personal organization, so to speak. The pure logic and statistics of the people in the computer lab of our brains, which can make available to us relatively unbiased opinions.
3. **Emotion:** Anger! Anxiety! Enthusiasm! Drive! *Emotion* is the cheerleading department in the brain, the read-it-‘n’-weep area. When this part of the brain is strongly triggered, we feel a rush – negative or positive. We can “channel” emotions toward goals. We may feel happy or may feel concerned, but are in good control of ourselves, like an expert sailor in a brisk wind.
4. **Ego:** The *ego* is the hands-on-manager of the personality, the decision maker. This is the part of the personality which can make the tough calls, take the heat, face the music. The ego *consults* with the first three components of the personality, and ultimately *defers* to cognition (“reason”), as well as to values (the highest aspirations of the personality), but “someone has to be in charge” moment-to-moment.

These four components communicate, confer, evaluate, plan, choose. Then it’s time to take action.

5. **Behavior:** This is the workhorse of the personality, where ideas finally get translated into projects. A person’s behavior creates the action steps necessary to make dreams come true.
6. **Objectives:** These are the specific targets of action. It’s amazing how often complex issues can get resolved with the question, “What, specifically, do you want?” This is the Management by Objectives (MBO) component of the personality.

Dreams and visions are critical, but we have to keep in mind what can be accomplished. This pragmatism allows us to revise our plans so that we become more and more effective.

7. **Outcomes:** There’s a bottom line to every project. There’s a projected cost; there’s a payoff; and there’s a ratio. Can this project really work? This is an easily-overlooked component of the personality, pushed to the side of awareness by emotion and ego. But outcomes are the ultimate survival lynchpin of the individual. No

paycheck, no dinner.

8. **Feedback:** Did they cheer? Did they jeer? What's the word on the street? "The truth hurts" – but the truth usually is exactly what we need to know! Toughness (as opposed to "hardness") is a virtue. Some people say that the person who can best process feedback is the person who will eventually rise to the top.
9. **Defenses:** Self-protection seems unavoidable. At their best, defenses allow us to look at a situation that's starting to head south, and say, "Hey, let's not get discouraged. We can do this. Everything is fine." Yet, we don't want information distortion to get out of hand. We don't want to become so "defensive" that we severely get out of touch with reality, and then can't reach our goals.

Applying the Model to Training

How can you use this model to help you design training objectives and activities?

The main thing to remember, obvious as it may seem, is that your attendees all have the above structure to their personalities! You are talking to people who have basic *values*, who are assessing the *cognitive* soundness of what you are saying, who are having *emotional* reactions, and so on. Therefore, you may want to run through your training to make sure it is in sync with the various components of the attendees' personalities. Here are some questions and tips for making that connection, component-by-component:

1. **Values:** What is the "value frame" of your training? With what values in your audience are you trying to connect? Honesty? Reliability? Team-spirit? Sharing? Knowing the overall value intent of your training can help sharpen your training design from start to finish, and make it more meaningful for your attendees.
2. **Cognition:** Does your training make really great sense? Is it based on facts that flow from beginning to end, so that every part has a critical place and there are no distractions? Is it so reasonable and sensible that the logic alone would be powerfully persuasive? Anything that isn't quite linked tends to be a mental "speed bump" for listeners.
3. **Emotions:** What emotions are you trying to arouse in your audience? Concern? Dedication? Perseverance? Once you identify the emotion you are trying to elicit, you can write the curricula and select the activities that will tap into those emotions. Make sure that the emotions you expect to elicit are congruent with the training process and take-aways you have in mind.
4. **Ego:** As trainers, you may have observed that success-

ful training leads attendees to act on the training when they get back in the office or field. In other words, the underlying take-away of training is *intrinsic motivation*. Effective training needs to trigger vision, self-image, self-control, and other aspects of intrinsic motivation.

5. **Behavior:** A key principle of behaviorism is breaking tasks down into a do-able sequence. Does your training show the audience how to do what you want them to do, step-by-step? Is the first step relatively easy? To paraphrase Yogi Berra – "It doesn't start until it gets going." Is "fun" and "interesting" paired at each step as much as possible? Does the training lead toward mastery, so a sense of confidence is associated with the tasks? Is the *learning rewarding*?
6. **Objective:** Is the point of the training perfectly clear to you? To the audience? Does the training provide sufficient buy-in for the audience regarding the objective? Will they walk out the door and say, "That's *exactly* what I wanted to get out of that training!"? Is there a clear linkage between behavioral steps, and the objective?
7. **Outcome:** Have you clarified for yourself the benefits and costs of the training? Beneficial outcomes motivate! Are you graphically communicating to attendees the benefits of learning for the individual and the organization? Have you accentuated the benefits of changing and the costs of not? When benefits are spelled out, people are more motivated to apply new knowledge.
8. **Feedback:** Do the attendees know how well they completed the tasks assigned, how well they achieved the objectives? Can attendees see progress all along the way? Is feedback "diagnostic" – do attendees know how and where they could make improvements? Without accurate, timely feedback, everyone is going around in the dark! Clear feedback loops are critical to growth.
9. **Defenses:** However . . . not too many people like bad news. It's important to frame feedback in a way that is appealing, useful, and exciting. For example, you can present feedback in terms of "progress from starting point", so people can feel good about whatever progress they have made. You want to avoid any communication that activates defenses (i.e., roadblocks).

As you do your needs assessment and think about your attendees, consider them in terms of these nine components. It may increase the depth of your impact. Then, as you do your planning and curriculum writing, you can use these nine components as a sort of checklist to make sure your training involves all aspects of a person's personality, maximizing what they gain from what you have to offer.

NOTES FROM THE FIELD

New Member Benefit – Hosted Display Tables

Now chapter events can be hosted by organizations interested in displaying their services and resources to our membership. This new program benefits both host organizations and ASTD-OC members.

Organizations hosting a display table have a formal presence at the chapter event, acknowledgement from the podium, and an opportunity to make contact with interested members. A maximum of three sponsors are involved in an event. This limited number of hosts increases visibility and gives chapter members access to those organizations in which they have an interest.

Additionally, chapter members benefit from hosted display tables by optimizing opportunities to learn more about organizations with whom they might be able to partner, as well as gather information and resources that can enhance their work.

The entire chapter also benefits from the hosting fees. Watch for host display tables at our upcoming events.

Contact Jim Adams at (949) 350-6119 or Advertise@astdoc.org for more information.

ASTD National Hosts ASTD Leaders Conference

By Geri Girardin

Each year, local ASTD chapter members have the opportunity to leverage the collective experience and insights of past and current chapter leaders from the entire United States. Incoming board members can cull ideas for developing best practices and for new and innovative ways of approaching local challenges and opportunities.

This year's **ASTD Leaders Conference** afforded local leaders glimpses into process and provided a forum for idea sharing.

Hyrum Smith from Franklin Covey opened the conference with his presentation on timeless principles of performance and effectiveness and received a standing ovation for his dynamic and engaging presentation. Later, I attended a session dedicated to sharing how one chapter successfully implemented a **CEO Forum**. This was of interest to me because my primary 2005 goal is to reach out to organizations in Orange County to let them know that ASTD-OC is a resource that they can use.

Angelo DiLeva, President of Intellisight, the company

responsible for our ASTD-OC association management website, facilitated a session on the website model. It was very well attended. Once again, Orange County continues to lead the way and serve as a beacon for other chapters.

Rita Bailey, Chair Elect for ASTD Board of Directors Society, spoke on the ASTD leadership legacy. She is an engaged and real leader with solid core values. What an inspiration! Look for more news on Rita Bailey this year.

Vendor Fair Revisited

By Susan Forman

On September 22, ASTD-OC held its annual Vendor Fair. This year's fair was held in conjunction with a lunch-time learning event on networking led by Karen Carlsen. Vendors were available before and after the event to meet with members.

Among the twelve vendors participating were three of our local universities - California State University at Fullerton, Chapman University, and University of Phoenix (Degrees and Courses). They provided information on degreed programs and individual courses aimed at supporting our members' professional development. Over half of the vendor participants were members of the chapter who had come out to showcase their services. Detailed information was available on performance improvement (from Geri Lopker & Associates), organizational sales force effectiveness, (from The Tom Porter Group Inc.), assessments training and coaching (from Cragar Odet Co.), leadership development training (from CDI Education), Crucial Conversations (VitalSmarts), consulting services (Skopos Consulting), and cost effective business strategies (Resources Connection).

Our survey of the vendor participants showed that many would come back next year. Comments included "Well worth it" and "The cost was economical." We look forward to seeing them again at next year's fair.

We are looking for new ideas for next year's fair. One possibility is that it will be held in the evening, or we might have a joint fair with other organizations. If you have ideas, please send them along to any of the marketing committee members. Also, we are interested in hearing what type of vendors you would like to see at the fair, or if you know of a vendor who would be interested in participating next year.

Finally, a special thanks goes out to Jim Adams who coordinated with the vendors and the Turnip Rose to make this event a success. Stay tuned for announcements about next year's vendor fair. contact Susan Forman at (949) 551-2389 or sueforman@cox.net to provide feedback on the 2005 Vendor Fair.

ASTD TechKnowledge needs you!

The Las Vegas ASTD Board of Directors has been asked to assist ASTD National in the recruitment of volunteers for ASTD TechKnowledge 2005. Volunteering is a great way to meet other practitioners, speakers, authors, and ASTD colleagues and staff. Your help will make this conference a success!

Daily Volunteer Benefit: For each day a person volunteers, he/she can attend a day of the Conference compliments of ASTD. Volunteers may use their complimentary day before actually volunteering. For example, if a volunteer agrees to work as a volunteer on Thursday, their comp day could be used for Wednesday or Friday. Volunteers may attend additional days at the reduced daily rate of \$165.00 per day.

To volunteer for the conference, please e-mail Rick Hunt at rick.hunt@silvertoncasino.com.

Now is the Time!

Your membership will expire on December 31 if you don't act now! Renew your ASTD-OC membership NOW!!!

You have until January 30th, 2005 to renew and save the \$20 processing fee.

So renew now. It is as easy as just a few clicks of the mouse. Simply sign onto the ASTD-OC web site at www.astdoc.org. From the "Member Service" menu, select "Join ASTD-OC," then select "Renew."

OrangeSpiel Self-Test

- Do you have great visibility in your organization or among your clients or network?
- Are you seen as a subject matter expert?
- Do people see you as a person with a broad set of skills?
- Are you marketing yourself as much as you can or should?

If you answered: "No" to any of these questions, writing may be something that can make a difference for you! Check out the article: "Are You Writing Enough?" on page 5 to see how!

Breaking Out

Continued from Page 1

myself, I intend to utilize MBWA (management by walking around) — virtually, that is. I am developing plans to embark on a community outreach initiative to Orange County businesses. My objective is to help them understand how ASTD-OC is a strong and viable resource for their businesses, both in terms of focused support for their internal Training and OD managers and staff, as well as connections to the rich and varied world of expertise of outside consultants.

We want to help you become more independent and comfortable with the chapter's electronic benefits. We want more folks to visit us on-line. Watch for incentives to sign in and register for events on-line at www.astdoc.org.

I conclude with a request. Will you share information about ASTD-OC with your colleagues? Invite them to a SIG meeting or a monthly Learning Event or a mixer; come to one yourself; share our quarterly Orangespiel newsletter with them; expose your personal talents by offering to volunteer (contact getinvolved@astdoc.org); or ask your company for support with funding ASTD-OC sponsored events as part of your professional development within your organization.

My hope for '05 is higher energy, more goodwill, greater learning and networking opportunities. We rely on you to help create a groundswell. As for myself, my personal goal is to be available and visible. My contact information is on our website. I always have time to talk.

Geri Girardin, MAOL
ASTD-OC
2005 President
President@astdoc.org



The New Year
is a perfect time
to join a Special
Interest Group.

Join other ASTD
members who
share your passion,
interest, or career.

Call a SIG
Leader Today!

Special Interest Groups

Authors & Writers

Leader: Teresa Shuff Trujillo
Contact: 714.525.0882
tashuff@aol.com
January 11, 2005 7:00 - 8:30 pm
Mighty Designs
1501 E. Orangethorpe Ave. #130
Fullerton, CA 92831

Career Management

Leader: Tom Porter
Contact: 949.250.9541 x301
TPGroup@cox.net
2nd Tuesday monthly • 7:30-9:00 a.m.
Diedrich Coffee
Michelson & Jamboree, Irvine

Coaches

Leader: Moty Koppes
Contact: 949.721.5732
motykoppes@cox.net
Meeting Dates and Locations:
TBD

Community Service

Chair: Jennifer Dugan
Contact: 949.720.3154
jdugan@irvinecompany.com
1st Wednesday, monthly
8:30–9:30 am
Working Wardrobes Office
11614 Martens River Circle,
Fountain Valley

Consultants

Leader: Jennifer Shirvani
Contact: 949.388.6764
jennifer@penumbra.com
Quarterly (See ASTD Website) •
4:00–5:30 pm
Lee Hecht Harrison
2415 Campus Drive, Suite 250,
Irvine

Org Development

Leader: Cheri Sherman
Contact: 714.593.6339
csherman@oddw.com
1st Tuesday, monthly •
11:30–1:00 pm
Chapman University, Irvine
Campus
7545 Irvine Center Drive, Suite
150, Irvine

Student

Leader: Kathy Harcharik
Contact: 909.869.2348
kharcharik@csupomona.edu
Meeting Dates and Locations:
TBD

Training & Technology

Co-Leader: Judith Norton
Contact: 310.660.6165
jnorton@cvc.edu
Co-Leader: Jessica Drew dePax
Contact: 949.824.6634
drewj@uci.edu
Co-Leader: Vern Vihlene
Contact: 949.582.0937
vern@vihlene.com
2nd Wednesday, monthly •
4:15–6:00 pm
UCI Environmental Health &
Safety Bldg
4600 Bison Ave., Irvine

Business Book

Leader: Open
If interested in leading this group,
contact Tara Marvin, SIGs
Manager at 949-307-5015

Mentoring

Leader: Open
If interested in leading this group,
contact Tara Marvin, SIGs
Manager at 949-307-5015

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