Perspectives

Inside this Issue:

Perspectives is published by the Dallas Chapter of ASTD, a non-profit corporation. *Perspectives* presents issues, opinions, and news of interest and value to the human resources development community. The annual subscription rate is $12.00 for non-members.

Letters to the editor, guest contributions, and advertisers are welcome. Submissions may be sent to Joe Russo or Christy Matheson (contact information below.) The deadline for all submissions is the **second Friday** of each month. Submissions received by the deadline will be placed in the following month's newsletter.

Please contact the Chapter Administrator at 972.755.0956 or info@dallasastd.org for information on ASTD, membership, changes in membership status (such as change of address, company name , title), receipt of *Perspectives*, or any chapter-related issues.

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At our next meeting, Dallas ASTD Presents

Training and Performance Development: Being a Strategic Partner in Your Organization

T hinking and contributing at the strategic level can be a strength across an entire organization, thereby rendering value far beyond training. In this panel discussion, listen to how four training and performance development experts contribute to their organizations' success and how they partner with their internal customers to provide strategic direction. Panelists will share:

- How their departments fit within each company's organization:
  - Organizational and departmental structure and reporting.
  - How the organization learns and shares knowledge and who is involved.
  - Company culture and its impact on your team.
  - Roles and skill-sets that are important to have on your team.
- Branding and internal marketing of their departments.
- How to build relationships with customers and move from reactive co-workers to proactive partner
- How to foster collaboration across organizational function
- How to develop new products or processes and promote large-scale corporate culture changes (including specific vehicles and technologies that you can use to implement change.
- How to monitor, measure, and evaluate solutions.

- What feedback to provide to customers and how to provide that feedback.
- How to overcome challenges to obtaining desired business results and

partnerships.

- Other industry best practices...

The panelists include:

- Charles Chandler, Director of Management and Leadership Development, Carlson Restaurants Worldwide
- Donna Stump, Associate Director of Training for South Area Sales Operations, Verizon Wireless
- Mary Carey, Director of Business Development, SMU Cox: Executive & Management Development
- John Shearer, Vice President of e-Learning, AmeriCredit

The facilitator will be Clare Davis, Vice President, Client Services, MLink Technologies. ✠

Tools For Effective Group Decision Making

by Sharon Weisberger

H ave you heard about any meetings recently where a group was supposed to solve a problem, but instead communication broke down, people got angry, and no decision was ever made... or a decision was made, but afterwards most people said they didn't remember it? As HRD professionals, we are often in a position to help our clients conduct more effective meetings, reach better solutions, and learn new thinking skills. In this article, I'd like to share excerpts from *The Facilitator's Guide to Participatory Decision-Making*, a workbook by Sam Kaner providing insights and tools for facilitating groups.

Dynamics of Group Decision Making

The Traditional View

Traditional models for group decision making typically present the following steps:

1. Present Issue

2. Identify Root Cause

3. Generate Alternatives

4. Evaluate Alternatives

5. Make Decision

When a difficult decision is presented, however, most decision-making does not occur this smoothly. Rather, the alternatives generated may be rehashes of old points of view, new perspectives may not be considered, people may agree with the decision even if they feel differently, group members may rush to closure when things get confusing or time is running out, or the leader may suddenly decide to make the final decision after telling the group they would have input.

A New View

Here's a new view based on the model from *The Facilitator's Guide to Participatory Decision-Making*. This model works best with a problem lacking a clear solution and requiring a decision based on the sustained commitment of all parties involved.

1. Present Issue

2. The Divergent Zone (Generate and explore diverse ideas)

    a. Safe, familiar opinions are presented at first.

    b. New and diverse perspectives emerge.

3. The Groan Zone

    a. Group members struggle to understand and integrate all the ideas presented.

    b. Ambiguity, conflict, confusion and frustration are typically high.

    c. From this difficult period, new, creative solutions can emerge based on shared understandings.

4. The Convergent Zone (Evaluate proposals)

    a. Proposals are inclusive of stakeholder needs.

    b. Proposals are refined.

    c. Because of the shared understandings created in the "Groan Zone," group members' energy and involvement in Convergent Zone activities is typically high.

5. Closure Point

    a. Discussion is ended.

    b. Proposal is clarified.

    c. Group members are polled.

    d. The group reaches a decision based on a previously agreed upon "decision rule."

Notably, explaining this decision-making model to a group you are working with is helpful in and of itself. It prepares group members and sets realistic expectations for their experience. As the group proceeds, you can also refer to the model to help explain the group's activities, challenges and successes.

Sam Kaner offers additional tools for helping groups through each phase of the model. I will focus on parts of three areas of the model:

- The Divergent Zone

- The Groan Zone

- The Closure Point

The Divergent Zone

There are three main objectives of the Divergent Zone: Survey the Territory, Generate Alternatives and Raise Difficult Issues.

Survey the Territory

Purpose: To encourage participants to share their points of view, enable members to gain a picture of the whole group's thinking, and validate each person's perspective.

Sample Exercise:

- Present the following questions: How would you describe what's going on? How does this problem affect you? What's your position on this matter?

- Each person presents his/answers and then group members can ask questions to increase their understanding of what was just said. No disagreements or debates are allowed.

- Ask participants for their reactions and learnings.

Generate Alternatives

Purpose: To discover new ways of approaching the problem.

Sample Exercise: Creative brainstorming techniques. There are many with which you are probably familiar, so examples are not listed here.

Raise Difficult Issues

Purpose: To surface underlying issues that may affect the group's success.

Sample Exercise:

- Ask people to answer the following questions: How do I feel about this situation? How has it affected me so far?

- Have each person speak individually. No comments or questions are allowed from the rest of the group.

- Ask the whole group "What reactions are you having now that

you've heard everyone speak?" Having each person speak individually again may be helpful if feelings are running strong.

- Summarize the main themes and validate all points of view.

- Depending on the issues, needs and mood of the group, you may stop here or continue discussing how to address the issues the group has raised.

The Groan Zone

Participants can feel reassured and energized simply by knowing that there is a "Groan Zone" in many group efforts and that you will help the group through it. Most people have experienced a group that got bogged down in the middle of its process and could not recover. Often they do not know why this happened and have not experienced many successful outcomes from group work. Knowing why the Groan Zone occurs and having tools for working through it creates hope.

The two main objectives in the Groan Zone are to create a shared context and strengthen relationships.

Create Shared Context

Purpose: To create mutual understanding. In order to create agreements that take into consideration all interests and needs, participants must be able to understand others' points of view, even if they don't agree.

Sample Exercise: This exercise is used to help participants identify their needs and devise solutions that take all needs into account. This exercise is useful when participants are arguing about various solutions and are unable to move forward.

- Explain the difference between "the proposed solution" and "what I need." Example: Meeting at 8 a.m. on Tuesday is a solution. Being able to take my children to daycare at 8 a.m. before coming to work is a need.

- Ask participants to answer the question "What are my needs in this situation?"

- Ask group members to share their needs.

- Allow group members to ask questions for clarification only (no disagreements allowed.)

- Ask the group to generate new proposals that incorporate a broader range of the group members' needs.

Strengthen Relationships

Purpose: To help group members get to know each other better.

Sample Exercises: Team building exercises. There are many, so no examples will be provided here.

The Closure Point

Most groups do not clearly define how their final decision will be made. Does everyone have to agree? Is the decision going to be made by the leader or majority vote? Clarifying this process from the beginning leads to realistic expectations and an outcome that is perceived as more fair.

Even if groups decide to make decisions by consensus or majority vote, they often do not realize voting "yes" or "no" can mean many different things. "Yes" could mean "This is one of the best ideas I've heard" or "I'll support this, but I don't really like it." Similarly, "no" can mean "I need more information before I decide" or "This idea is definitely not going to work." One of the gems in Sam Kaner's workbook is his discussion of "Gradients of Agreement."

He suggests providing group members with a the Gradients of Agreement Diagram and asking them to vote for the option that best represents their point of view. Groups can also adapt the options if they choose. The options look like this (p.212):
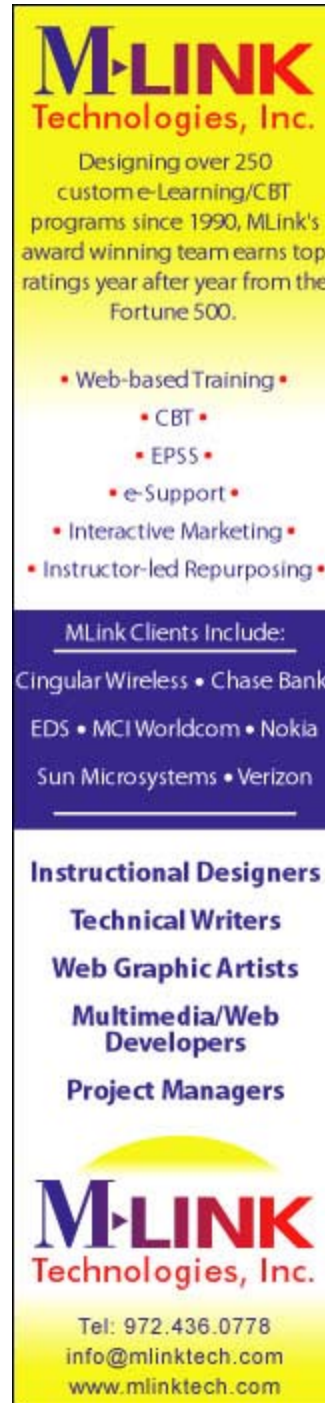
- Endorsement ("I like it.")

- Endorsement with minor point of contention ("Basically I like it.")

- Agreement with reservations ("I can live with it.")

- Abstain ("I have no opinion.")

- Stand Aside ("I don't like this, but I don't want to hold up the group.")

- Formal Disagreement, but willing to go with majority ("I want my

disagreement noted in writing, but I'll support the decision.")

- Formal disagreement, with request to be absolved of responsibility for implementation ("I don't want to stop anyone else, but I don't want to be involved in implementing it.")

- Block ("I veto this proposal.")

This scale makes it easier for people to be honest. Members can register less than full support without worrying that their vote will be interpreted as a veto.

Once members have voted, the group can see how strong support for the proposal actually is and thus how successful implementation will be. Fewer endorsements and more diverse votes indicate low support for the proposal. This provides an opportunity to revisit the proposal, discuss concerns and identify a better solution.

As mentioned above, Sam Kaner's model is useful when the answer to a problem is unclear, new ideas are needed, and sustained commitment to the solution is required of all group members.

I hope that sharing these ideas will provide you with new approaches for your work and that your customers will benefit as a result.

To your success!

Sharon Weisberger 🌑

Thank you to the following volunteers...

...for helping at the September meeting: Rob Taylor, David Wilmot, and Vicky Ulrich.

Link of the Month

Check out some training-related book reviews on this site from the San Francisco chapter of ASTD :

http://www.astdgoldengate.org/ (click on the "Monthly Book Review" link.)

Send your submissions for link of the month to Joe Russo at jrusso@zalecorp.com or Christy Matheson at cmatheson@atwork-solutions.com.

Business Basics: Marketing and Advertising

by Scott Airitam, VP SIGs

As our economy continues to struggle, increasingly more organizations are forced to deal with the realities of lowered revenue against the backdrop of static expenses. This has never been more emphasized than in the aftermath of the vile incidents of September 11th. Most all sectors were struggling prior to that ominous date, but, beginning with the airline industry, and spreading in concentric circles from there, we will continue to see layoffs and early retirement packages. When involved in it directly, most people view these occurrences as a negative. I should know, I do individual coaching for people who are in job search mode. For a few with the right attitude, however, it presents a unique opportunity to begin an entrepreneurial career path. This trend is becoming more and more popular as people tire from working in a workplace that often shows little loyalty to individuals.

The problem that this poses for many people, however, is that they are pressed into service in subject matter they have never been taught or haven't thought about in decades. Running a business means being a jack-of-all-trades or having enough initial capital to hire people to cover all trades. Most opt for the former option. With that being said, I thought a trip back to the basics would be nice. For many entrepreneurs, advertising and marketing is critical to their success. Of

course, everyone knows word of mouth advertising is best—that is one of the few things that people outside of these disciplines do have right. After that, however, people often get the skills and desired outcomes of marketing and advertising confused. Let's walk through the basics of each.

MARKETING

Marketing is so basic that its processes begin even before you have a product to offer. True marketing begins the moment you form a desire to sell something. True marketing begins with the Five P's. This concept is so widely known and has been tested over so much time that I truly don't even know who to attribute it to. These are the Five P's:

Product: Determine what you are offering to your customers. Before you begin to put time and money into research and development of the product or service, you should know that it will sell. To create something that hasn't been proven a winner before creation is pure folly and a waste of time and money. What group of people needs your product or service and why do they need it? How many others will *want* your product or service? It may be obvious to you that this group needs what you are offering, but do they believe it? Are they happy in their ignorance? If so, your original idea could be a hard sell. Think about how much of a necessity computers are for us today. Now, think about how hard a sell early word processors were to the secretaries and administrative assistants of the 70's and 80's. They were happy with the inefficient typewriters and hand-written spreadsheets because *they didn't know* those devices were less efficient.

Place: Determine the optimal physical or virtual location of the product or service. Everyone has heard the marketing moniker, "Location, Location, Location." Yes, location is that important. Each person with a product or service has to consider visibility, accessibility, and the frequency of each of those things. Simply stated, your target audience is only going

to put forth so much effort to get your product. After exhausting so much effort, customers will begin to shift their energies to finding alternative means of getting the same thing or find ways to do without it at all. Also, familiarity brings with it credibility and trust. Most people are willing to trust what they "know" over what they do not know. Therefore, if you service or product is in a place where it is seen often, people will be more willing to try what you are offering than something else they've only just heard of.

Price: Obviously, the price you choose for your product or service is critical to your success. Your potential customers will want to know your rates and fees. The first thing they will consider is whether or not they are willing to pay what you are asking. They are assessing value. We've all been to places that have offered a good product or service at a reasonable price, but it just wasn't worth it because of the lack of courteous, professional service. Consumers are constantly assessing value, and that is directly related to the price. Next, people will begin to evaluate whether or not something similar is offered elsewhere at a lower price or perhaps offered elsewhere at the same price with more amenities (more value). Consumers are also savvy to the affects of postage and handling costs and will add them to the price, even if the company does not.

Packaging: This concept addresses the "look and feel" of the product including the logo and tag line (if there is one.) There are two types of packaging: physical and conceptual. Physical packaging is dependent upon the look of the product before it is ever purchased. It deals with the tangible—what is seen, smelled, heard, felt, etc. The packaging needs to be able to do its job throughout the shelf life of the product—and perhaps beyond. A great example of this type of packaging is *USA Today*. The newspaper's design is serious in nature, but conversational and relaxed. Just by looking at it with its colors, white space, fonts, and cartoons, it conveys an attitude of "we don't take ourselves too seriously—maybe just seriously enough." It's headlines and content reveal that it does take the news seriously, though. Another, more generic example of creative packaging is butter and margarine containers or "tubs" as they are sometimes called. Functionally, they are designed to be a capable container for the butter or margarine (the real product being sold) and a convenient dispenser; however, they often serve as containers for other things afterward (food, plants, etc.) All the while the extended shelf live of the package, which is carrying the product logo, is a constant reminder to the consumer as to what brand to purchase next time. People used to do the same thing with jelly jars. On the other hand,

Ford has packaged its products conceptually through their advertising. Because of the advertising, a Ford truck is seen as somehow tougher than other trucks.

Promotion: This final "P" of marketing is purely customer focused. How does the customer know about the product or service and all of its good qualities? For example, some companies do not let their employees enter bars if they are wearing a company logo or uniform. Why is that? In most cases, it is because the company image is tied up in that logo and the risk of unfavorable promotion regarding that logo tends to increase with alcohol. However, that is only part of the promotion story. The idea of promotion leads to our next topic: advertising.

ADVERTISING

This is the area that quite a bit of people venture into, thinking that they are simply marketing. According to *Contemporary Advertising*, by Bovee and Arens, advertising is "the nonpersonal communication of information usually paid for and usually persuasive in nature about products, services, or ideas by identified sponsors through the various media." This includes: radio, television, billboard, magazine, newspaper, banner (web), and infomercials, as well as various others. Advertising fits into the toolkit that marketing uses to complete its job, but it serves other purposes as well. Advertising is a form of mass communication and education, it stimulates competition between organizations for the same customer dollars and can either increase or decrease price sensitivity. It magnifies or diminishes individual and social concerns. Also, it is a reflection of society and its perceived needs, wants and desires while communicating what is out there for us to consume. Advertising is a discipline unto itself with as many variables to contend with as accounting or engineering—maybe more.

Good advertisements are going to contain three characteristics according to Wells, Burnett, and Moriarty in *Advertising, Principles and Practice.* These are: strategy, creativity, and execution. For strategy, the ad must be targeted at a certain audience, have specific objectives, have a well delivered message that addresses the audience's most pressing concerns, and must be seen or heard at the right times for that audience. Creativity draws your customer's attention and cements your organization's name, product, service, or idea in their minds. Creativity increases the probability that your product will be remembered when customers are ready to spend their money. Lastly, execution is an important characteristic of any advertising campaign. *How* your message is delivered is equally important as the message itself. The details and techniques used must be sound and effective for the target audience.

As more and more people find themselves drawing upon the disciplines of marketing and advertising, it will just add to the clutter of information that we are exposed to on a daily basis. With that as a backdrop, only the best marketing will be effective marketing—the rest will be tuned out. Hopefully, I've provided you with enough basics to create effective marketing and advertising strategies... and I

urge you to do even more research. If you'd like to have more information on the business basics of a specific discipline, let me know, but for now, happy marketing. 🕮

Training Basics Seminar

November 9, 2001
8:00 a.m. - 4:30 p.m.

Dallas ASTD presents "Training Basics," a one-day seminar for individuals currently working in training and development or wanting to enter the field. The seminar will be held Friday, November 9, from 8:00 a.m. - 4:30 p.m. at the Sockwell Center for Professional Development in Plano, 6301 Chapel Hill Blvd., 75093.

Participants can choose from among 16 information-packed, skill-building sessions dedicated to the four stages of the training process (planning, designing, presenting and following through). The cost is $109 for ASTD members or $159 for non-members. Non-members can also receive "Training Basics" registration and a one-year ASTD membership for only $199. With the cost of registration, participants also receive continental breakfast, lunch, parking, a binder complete with handouts from all 16 sessions, goal setting and action planning tools, activity ideas and templates and many opportunities for networking.

Some of the Training Basics committee plan for the event. From left to right: Victoria Cummings, Janet Kafka, Larry Davis, Jeff Persaile, Stephanie Drews, Deborah Avrin, Lisa Fisher, Katie White and Don Simonds.

For more information, visit our website at www.dallasastd.org. Registration is limited, and **the deadline is Friday, November 2nd**. Payment must be made at time of registration. Credit cards and checks accepted. 🕮

Using Office for Training Functions

Train the Trainer - Access Databases

By Shirley Lee

The features presented in these articles will apply
primarily to Office 97 and Office 2000 users.

Do you ever get frustrated trying to find the exact record you want in your Access database? If you do, are you using the Find or Filter options? These options will work whether or not you have those lovely data input/display forms or are working directly with the tables. You may already be familiar with Find, since you may use it in other types of Office applications. However, it does work a little differently in Access.

To use the Find feature, you may select it from the menu using **Edit > Find** or by using the toolbar button displaying the binoculars. Both Find methods will display the same dialog box. The key to remember is that you must pay attention to how this dialog box is completed to get the most data that matches your input. Use the **Find Next** button to move through the records in order and use the **Find First** button if you did not begin at the start of the table. Typically, you will want to type desired search criteria in the **Find What** area, however, you may only want to use part of a word or name in case of misspelling in table. Then select the "Search Only Current Field" checkbox, choose **Search:** "All", and choose **Match:** "Any Part of Field" (see image below.)

Using Filter may be preferred over Find because it allows multiple matching records to be displayed at the same time in a table or query, or by using the next and previous record buttons on a form. The main thing to remember about using forms is to be sure to use **Remove Filter** button to go back to having all the records available. Otherwise, you may accidentally filter on already filtered records, which often results in no records being displayed. (I find it most irritating when the computer does what I told it to do instead of what I wanted it to do. Don't you?) Filter functions may be accessed from the menu options **Records > Filter**, then select the desired filter method. Alternatively, the Filter buttons on the toolbar may be used. The filter buttons are located on the *Table Datasheet,*

Query Datasheet, and *Form View* toolbars when in those modes. The purpose of each button is explained below:

Find	🔍	Used to find records that match the criteria specified in the current indexed field (will not work on all fields).
Filter by Selection		Uses the active record's field as the filter criteria; only shows records that match the criteria.
Filter by Form		If forms are set up and in use: opens a blank form in which you can enter multiple criteria; only shows records that match all the criteria fields. After you complete the form, use the **Apply Filter** button to display the matching records.
Apply Filter / Remove Filter		Applies filter when using the **Filter By Form** option. (When using **Filter by Selection**, the filter is automatically applied.) Click this button again, to **Remove Filter** (all records will be displayed.) You must also use this button after **Filter by Selection** in order to remove the filter.

GOOD RULE OF THUMB
Whether you are using **Find** or **Filter**, start with your cursor in the primary field you wish to use in order to search for data.

Shirley Lee is MOUS certified (Microsoft Office User Specialist). Her web site is http://web2.airmail.net/c0027711/. 🕸

SnapShots from the September meeting...

photos courtesy of Don Simonds

The Consultants' SIG discusses marketing strategies.

New Members are recognized at the meeting.

Committee members for Basic Training Day are recognized.

Sharon Weisberger announces October 12 Career Development Workshop.

Rex Fithian and Mary Anne Wihbey announce the new "Facilitating with Style" SIG.

Scott Airitam, VP SIGs, invites members to "Streaming Video" topic at the Learning Technology SIG.

John Rademacher introduces the speaker.

Stephen Krempl speaks about Training in Multiple Locations.

Kim Dukes, VP Programs, presents Stephen with a token of our appreciation.

Ira McComic speaks at the Learning Technology SIG.

Member Services

Program	Service/Purpose	Contact Information
General	To register for meetings,	Dallas ASTD Office

Information	leave a message for the chapter administrator, notify us of address changes, and receive information about chapter programs.	972.755.0956 info@dallasastd.org http://www.dallasastd.org
Advertising in our Newsletter	You may place ads in our monthly newsletter. Contact us to learn about rates.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
Ambassador / Newcomer Program	If you would like to help welcome new members or would like someone to help you make the best of Dallas ASTD, this is for you!	Deborah Avrin 972-991-4737 ext. 350 avrin@wans.net
Awards	The Chapter sponsors awards for all chapter volunteers, as well as several awards to recognize outstanding achievement in training and development. Awards are presented at the December monthly meeting.	Bob Livingston 972.437.1711 x-215 livstone@earthlink.net
Career Builders	A career development service that allows you to assess your competencies in training and development with a proven assessment instrument, and speak to an advisor for personal assistance with your career decisions.	Carly Lamb 972.668.0676 carlylamb@yahoo.com
Directory	Available on the Chapter website in the next few months. Contains contact information for each member, along with general information about Dallas ASTD and ASTD National.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
Job Search Services		

Job Listings	Cost to list a job is $50 for four weeks. View the job list on our website: http://www.dallasastd.org.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
JobNet	A job search support group that meets before each monthly meeting; see meeting schedule for times.	Doug Caldwell 1.800.510.3973 Ext. 89845 astdjobnet@aol.com
ResumExpress	Members submit resumes on computer disk or through e-mail. Employers receive resumes through e-mail or fax (free.)	Mia Bradley 972.915.2495 mia_bradley@merck.com
Mailing List	Available to rent if you have a training-related service or product to advertise.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
Monthly Meetings	Held the third Tuesday of each month to provide professional development and networking opportunities.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
Newsletter Perspectives	Published monthly; contains information about chapter programs and events, and educational articles.	Christy Matheson 469-374-0900 cmatheson@atwork-solutions.com
Orientation	Provides information about all chapter benefits. Offered before each monthly meeting; see meeting schedule for times.	Mary Jo Huard 972.315.0916
Professional Development Seminars	Dallas ASTD offers a variety of half-day and full-day seminars throughout the year.	Dallas ASTD Office 972.755.0956 info@dallasastd.org
Human Performance Technology (HPT)	In partnership with Dallas ASTD, the University of Texas at Dallas offers this certification in six	For more information, visit http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm (do not include the hyphen)

Certificate Program	weekend seminars.	
Scholarship	The Ann Bankhead Jacobson scholarship is awarded each December to a student pursuing a graduate degree in training or a human resource specialization.	Bob Livingston 972.437.1711 x-215 livstone@earthlink.net

Special Interest Groups

Consultants	To provide an environment that promotes excellence in professional development, an increased awareness of our various skills and a spirit of networking. Meetings are held before each monthly meeting; see meeting schedule for times.	Allen Barraclough 817.442.1698 abear727@aol.com Misty Shatto 817.274.9473 mistyshatto@aol.com
Facilitate With Style	To enhance the skills needed to create, deliver and facilitate the adult learning process. Monthly meetings will be held on the first Wednesday of each month, (except in January which will be on Friday) from 7:30 to 9:00 a.m.at the offices of Peak Performance Solutions at 5001 LBJ Freeway, Suite 700, Heritage Square, (next door to the Hilton) Dallas, TX 75244, 972.715.2678.	Rex Fithian 972.474.2494 rex@traintosell.com Mary Anne Wihbey
Learning Technology	To provide an opportunity for members to learn about new and emerging learning technology. Meets directly after the chapter meeting (except December) at location of chapter meeting. See meeting schedule for	Bill Brandon 888.817.7393 bbrandon@bigplanet.com

	times.	
Organizational Performance Improvement	To review articles and issues, and discuss organizational vision development to improve performance. Meetings are held before each monthly meeting; see meeting schedule for times.	Carl Schwab 972.393.5568 cmschwab@gte.net Dwight Davis 972.729.3048 Dwight.Davis.1@wcom.com
Volunteering	Dallas ASTD is completely run by volunteers. Opportunities to volunteer vary in length to fit your schedule. Volunteering is a great way to meet more people, feel more connected to ASTD, and develop new skills.	Contact any chapter officer or the Dallas ASTD Office 972.755.0956 info@dallasastd.org

Dallas ASTD Calendar

November				
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
			1	2 Deadine for Training Basics Seminar registration
5	6	7 Facilitate With Style SIG	8 Meeting reservations due	9 Training Basics Seminar December newsletter submissions due
12	13 **Chapter Meeting** JobNet	14	15	16

19	20	21	22	23
26	27	28	29	30

Advertising

Advertisers may contact the Chapter Manager, John Swinburn, or the Chapter Administator, Janine Bethscheider, by e-mail at info@dallasastd.org or by calling 972.755.0956. The deadline for advertisments is the **second Friday** of each month. Advertisments received by the deadline will be placed in the following month's newsletter.

All advertisements must be provided in the form of JPEG, TIFF, or GIF electronic files (for the PC) at 72 dpi or better. Advertising rates and sizes are shown below. Click on the name in the "Size" column to see a sample (it will open in a separate window.)

Size	(W x H)	Number of Issues				
		1	3	6	9	12
"1/4 column"	2.25" x 2.5"	$24	$67	$127	$180	$225
"1/2 column"	2.25" x 4.875"	$48	$135	$255	$360	$450
"Full column"	2.25" x 9.75"	$95	$270	$510	$720	$900

Dallas Chapter ASTD 2001 Leadership Team

President/Chairman	Director	VP Member Services
Sharon Weisberger *972-818-1199* *sharonw@airmail.net*	*Teresa Smith* *972-496-6685* *seantsm@home.net*	*Deborah Avrin* *972-991-4737 ext. 350* *avrin@wans.net*
Director	**President-Elect**	**VP SIG's**

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