

# Perspectives

Dallas Chapter of ASTD

Membership Newsletter



March 2002

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Letters to the editor, guest contributions, and advertisers are welcome. Submissions may be sent to Joe Russo or Elaine Weeman (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](mailto: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

**The Container Store: Achieving Excellence in Training**

with Melissa Reiff, VP of Sales & Marketing,  
The Container Store

**M**elissa Reiff will dispel the myth that

training in a retail environment is a burden and lend her insight into how The Container



Store has embraced training as one of the company's best practices. Staying true to the company's commitment to its training program has been a

driving force that helped her company land at the top of *Fortune* magazine's annual list of the "100 Best Companies to Work For."

"A goal without a plan is merely a wish," says Melissa Reiff—and as Vice President of Sales and Marketing for The Container Store, she definitely sets her goals high and

This month's meeting is on:

**Tuesday, March 19, 2002**  
at the Hilton Dallas Parkway  
4801 LBJ Freeway, Dallas, TX  
(NW corner of LBJ and Tollway)  
Hotel Telephone: 972.661.3600  
Cost: \$30 members / \$40 guests  
(includes dinner)

If you plan on attending,  
please register by 5 p.m. on  
**Thursday, March 14.**

You may register on our website at <http://www.dallasastd.org> or register by e-mailing us at [info@dallasastd.org](mailto:info@dallasastd.org) or by calling us at 972.755.0956, ext.31 (for members) or ext.30 (for guests). Payments may be made by phone or at the meeting. *No-shows will be invoiced.* Also, please tell us if you require a vegetarian meal.

**Schedule of Events**

Consultants' SIG ..	4:30 - 5:30 p.m.
JobNet .....	4:30 - 5:30 p.m.
OEP SIG .....	4:30 - 5:30 p.m.
Networking and Registration .....	5:15 - 6:00 p.m.
Orientation .....	5:30 - 6:00 p.m.

continues to meet and exceed them. In addition to all of the company's extensive advertising and marketing campaigns, she leads The Container Store's unique training program, which is the core of company's impeccable customer service. This training ensures that all full-time employees receive at least 235 hours of formal training in their first year—a feat unheard of in the retail industry. As a result of this training, salespeople feel a sense of ownership and, consequently, the turnover rate has fallen to between 15 and 25 percent.

Melissa Reiff also is credited with The Container Store's unique formula for launching new stores. Using a powerful mix of advertising, public relations and other strategic marketing tools, Melissa and her team contribute to the success of all new stores performing as 'top stores' within the company's chain, from the first day the store opens. This strategic approach has been heralded by retail industry watchers as the company continues to lead the niche it created more than 23 years ago.

Dinner .....	6:00 - 7:00 p.m.
Program .....	7:00 - 8:00 p.m.
Lrn. Tech. SIG .....	8:00 - 9:00 p.m.

A native of Independence, Missouri, Melissa Reiff attended Southern Methodist University in Dallas, graduating with a degree in political science. In 1995, Melissa joined Dallas-based The Container Store, as Vice President of Sales and Marketing. In this role, she is responsible for all aspects of Sales Management, Training, Advertising, e-Business Marketing, Public Relations and new store Grand Opening launches. Since joining the company, Melissa Reiff has spearheaded The Container Store's strategic growth plan including restructuring company communication flow, which has resulted in increased efficiency and

effectiveness. Melissa's leadership in the sales and marketing arena has definitely contributed to The Container Store's 20 to 25 percent annual growth. 🌟

## Re-defining Your Role in the Organization

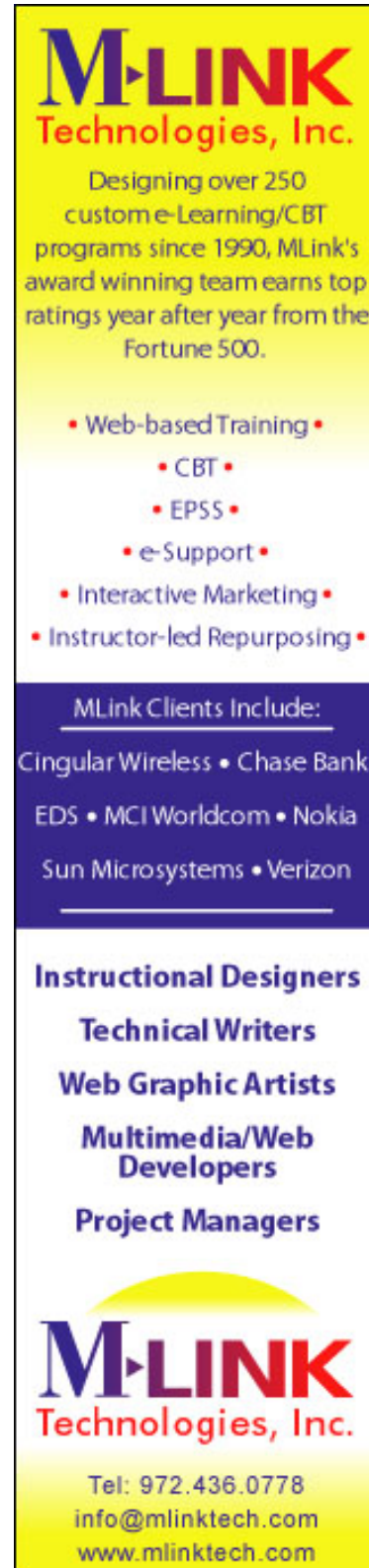
by Bob Livingston, President

**M**y first experience redefining my role in an organization came in 1981. I was transitioning from city government to the private sector. The job was for the position of Personnel Manager. The job description, as the company defined it, was more administrative than I wanted, but I needed the job.



To complicate matters, the Branch President was not a fan of my chosen profession. He took me to lunch my first day on the job. He told me he did not think he really needed the position, but the corporate office had insisted. If he still felt that way in six months he intended to eliminate the position. I knew I had my work cut out for me.

My plan to insure my survival consisted of three strategies. First, I defined what the job should be according to my preferences. Second, I looked for and developed relationships with the managers that would benefit from my vision and eventually champion my cause. Finally, I learned every aspect of the business by asking



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lots of questions.

As a result of the strategy, I lasted beyond the six-month deadline. In fact, when I was promoted and transferred two years later, the Branch President and I went to lunch again. He admitted that he had learned the importance of human resources and training for the organization.

The lessons I learned from this experience twenty-one years ago are still relevant today. I often hear from people in HRD professing frustration over not being taken seriously by operational managers. I believe these three strategies will be helpful.

### **Strategy 1 Define Your Role, Then Re-define It**

How do you and others define your role? Does the definition go beyond just what you do? Redefine it by determining the impact you want to have in the organization. Impact means creating a force. To simplify the question, "How do you want to be a force in the organization?" Be thorough and write it down. Create an action plan with goals, actions and deadlines.

### **Strategy 2 Create Champions For Your Cause**

There is a story I have heard many times, probably mythical, about two midshipmen who decided at graduation from the Naval Academy that they would each champion the other whenever an opportunity presented itself. Each would speak of the other in glowing terms to any influential person they could. As a result,

#### **I Need Your Help**

Time has come for me to collect data for my doctoral dissertation.

*"Comparative Analysis of Management and Employee Job Satisfaction"*

Data will be collected via Internet.

If your organization is interested in no cost participation, contact:

Charles G. Andrews  
Andrews@unt.edu  
(940) 565-3410

All organizations receive analysis report.

both eventually made Admiral well ahead of the normal promotion curve.

Find the people who have the influence to change your role. Select a problem that is important for them to solve. Make sure it is a problem you can handle. Convince them that you can improve or solve the problem and propose a small test of your plan. This lowers the risk for the manager. Then make sure it works.

After your first success, you will have increased your voice with the manager. Expand the program. Once they are convinced you can help them, they will start championing your skills to other managers.

### **Strategy 3 Learn Every Aspect of the Business**

It has to be a universal law that people love to talk about their work. So get out of the HRD box. Learn the operational side of the business. Ask each manager you work with to take some time to explain how her or his area of responsibility works. Get really curious. Look for anomalies and ask about them. If you discover a problem through your questions, look for a way to help solve it.

The secret to making all of this work is action. You must be bold in your efforts. Fight for our profession. HRD has an important role to play in organizational life. Continuous learning is a critical factor to the organization's success.

Remember the often-cited Goethe quotation:

*The University of Oklahoma  
presents*

## **Trainer Games Workshop**

Join us in a one-day workshop with like-minded professionals interested in bringing their trainings to life. Experiential learning techniques will be demonstrated to improve your existing trainings. Workshop will be high energy, fast-paced with the focus on learning activities for you to use with indoor groups. Participants will receive a training book and a starter bag of tricks.

***Two different locations:***

### **Norman, OK**

**April 5, 2002**

**\$195/person**

\$150/person

if 3 or more from same company

8:30 - 4:30

*Lunch & Bag of Tricks included*

### **Irving, TX**

**April 12, 2002**

**\$195/person**

\$150/person

if 3 or more from same company

8:30 - 4:00

*Lunch & Bag of Tricks included*

**To register,  
call 1-800-522-0772 x2249**

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Team Quest  
405-325-0464  
mrose@ou.edu  
www.OUropes.ou.edu**

*"Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it!"*



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## **Thank you to the following volunteers...**

... for helping at the January meeting registration tables: Loretta Reid, Pauline Shirley, and Vicky Ulrich

If you'd like to recognize a special volunteer, please write to Joe Russo at [jrusso@zalecorp.com](mailto:jrusso@zalecorp.com) or Elaine Weeman at [eweeman@seachangeptrs.com](mailto:eweeman@seachangeptrs.com).

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## **Link of the Month**

**F**or a site jam-packed with training resources, try the Training and Development Community Center section of TCM.com. Links include job postings, career forums, discussion groups, productivity enhancers, and much more!

<http://www.tcm.com/trdev/>

Send your submissions for link of the month to Joe Russo at [jrusso@zalecorp.com](mailto:jrusso@zalecorp.com) or Elaine Weeman at [eweeman@seachangeptrs.com](mailto:eweeman@seachangeptrs.com).

## Using Office for Training Functions

### *Train the Trainer - Excel Spreadsheets*

By Shirley Lee

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

**H**ave you ever printed your long Excel worksheet only to find that the automatic page breaks caused a logical grouping of data to be on different pages? Then if you decide to fix it, you may waste time trying to figure out how many rows or columns to insert, delete, or resize to get what you want.

Instead, you can easily insert page breaks while working in the document or use the **Page Break Preview** function after creating the worksheet. Below are the steps for both methods.

### **Setting Page Breaks in Normal View of worksheet:**

1.	From active worksheet, click in a cell where new page is preferred to start.
2.	Then click on the menu option <b>Insert</b> .



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### Competency Modeling Workshop

Three Dallas Dates Available:  
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**Overview:** This workshop provides everything you need to know to create competencies and competency models for every role in your organization! You will receive tools and templates to implement projects and case studies you can replicate.


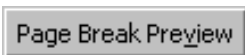
**Who Should Attend?** This workshop is designed for training and HR professionals who are involved in competency modeling projects. It will provide 7.5 hours of CE credit.



For more info, call 866-293-8608  
or visit our website at  
<http://workshops.hrdevelopment.org>



3.	<p>Then select the option <b>Page Break</b>. Dashed line break markers should appear on your worksheet above the cell and, if the cell was not in the first column, a dotted line should appear to the left of the cell.</p> <p><b>Note:</b> Even though the page break shows as dashed lines in Normal View, those set from the menu will be hard page breaks. And may have to be manually moved after insertion or deletion of data.</p>
4.	<p>If the dashed line is not where you wanted the page break to be, while still in the cell click <b>Insert</b>, and then select <b>Remove Page Break</b>. Then try moving to another cell and repeating the steps until you have the desired break.</p>

**Reviewing and Adjusting Page Breaks from Print Preview:**

1.	<p>After the worksheet is completed and before printing, change to Print Preview by clicking on the Print Preview button on the toolbar.</p> 
2.	<p>Verify all data appears as desired on pages. If not, use the Page Break Preview button on toolbar to make adjustments.</p> 

3.	<p>Once in Page Break Preview, click and drag the page break lines so that the data appears on the pages as desired.</p> <p><b>Note:</b> Dashed lines indicate soft page breaks that may move with the insertion or deletion of rows or columns. Once you move a dotted line, it should become a solid line. Solid lines indicate hard page breaks. Solid lines will remain with the row or column they were placed on whether or not rows and columns are inserted or deleted.</p>
4.	<p>To exit Page Break Preview and return to Print Preview, click on the Print Preview button.</p> 
5.	<p>Click the Close button on the toolbar to exit Print Preview.</p> 

*Shirley Lee is MOUS certified (Microsoft Office User Specialist). Her web site is [www.geocities.com/slee\\_rightfit](http://www.geocities.com/slee_rightfit). 🌐*

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## **Enthusiasm for Work in 2002**

*By David Mitchell, Ph.D.*

**H**ow long does an organization wait before it checks the production equipment for peak performance?

Answer: Not very long.



How often does your organization check the enthusiasm and "well functioning" of the key performers and leaders?

Answer: Probably never!

Your organization probably does not check to see if you or other key players are enthusiastic at work. There are many reasons why this might be the case. Basically, you are left to your own devices to keep your career and work enthusiasm moving along.

It is not true that "real winners" are enthusiastic about work all the time. All managers and executives go through periods in which they are more or less enthusiastic about work. It is typical to hide these down periods and wait them out. This typical vacillation through the stages or cycles of "Work Enthusiasm" is a rapid transition for some, while most progress slowly. This gradual change makes the stagnation hard to detect.

The good news is that work boredom and stagnation is easily addressed. What is most crucial is that some people understand the stages and cycles, and know what to do to manage their enthusiasm for work. Unfortunately, others have no knowledge or insight and needlessly drift through these stages, often spending months in boredom, stagnation or burnout. In the end, they frequently leave their employer, looking for escape from their predicament, often ending up in another job with the same or similar challenges.



*Increasing Productivity  
Through Effective  
Communication*

**TRAINING TOPICS**

**Written Communication**

- Business Writing
- Technical Writing
- Proposal Writing
- Email Writing
- Proofreading and Editing
- Grammar

**Interpersonal Skills**

- Listening
- Resolving Conflict
- Building Rapport
- Gender Communication

**Oral Presentations**

- Preparing Your Presentation
- Visuals: Design and Use
- Platform Tips
- Thinking on Your Feet

**Productivity and  
Communication**

- Customer Service
- Personal Productivity
- Meetings
- Course Development

**DELIVERY OPTIONS**

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## Self-Assessment

Review and rate yourself on the following work enthusiasm scale.

- Enthusiasm - Work Productivity: 125% plus

You are excited about your assignments, enjoying the challenges. You have high energy for work and creativity is high. Going to work is a joy. Life is good.

- Status Quo - Work Productivity: 100%

Work is good and rewarding. There is a balance between new and exciting assignments and the repetitive or unimaginative tasks. You like much about work, but there are typical down sides. When you need it, you have plenty of dedication and energy to conquer any project. You do not take headhunter calls.

- Boredom - Work Productivity: 80%

You are paid well and remember loving your job but lately it is just not enjoyable. You find yourself daydreaming, often about better times or pleasant things away from work. You look fine on the outside, but feel sluggish and dull on the inside. You have done this work before and feel like it is so boring that you can do it in your sleep. You hope that time will bring better days.

- Stagnation - Work Productivity: 50%



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Going to work is often mildly unpleasant and it is hard to mount energy for projects. You often daydream of other careers, but know that the high salary you make locks you in. New challenges at work, like shifts in culture or new initiatives, are painful and threatening. You wonder if your "slacking" is evident to others and may fear for your security. Headhunters take you to lunch and sing songs of enticement elsewhere.

- Burnout - Work Productivity: 25%

You are discouraged about work, if not downright depressed. Work is not a good place. It can feel more like a nightmare. Challenges seem insurmountable, as you are seriously fatigued. You may think your company or boss has betrayed you by not sticking to their commitments. Sunday night and Monday morning are full of dread and you can justify calling in sick as therapy. Your health is affected and leaving this company or department is a must. Headhunters sense your frustration but may avoid you.

**Coming to Dallas!**

**40th Annual International  
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April 22-25, 2002

Pre-Conference Workshops  
April 21-22

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Performance Improvement  
April 20-22

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- **Crashing - Work Productivity; Less Than Zero**

Life is out of control. To cope with the distress at work some kind behavioral excess such as gambling, alcohol or sex may take over. You know that anytime the "lid can blow off " your game at work. You may even have times where you do not go to work, or if you do, you might stay there for long hours or days. Perhaps the leadership is leaving you out of key meetings and you plan to demand a large severance. You wonder how things got this bad?

There are three significant questions for you to answer about this scale.

1. How am I doing on Work Enthusiasm? Sure, you can pick a day or week in which you looked and felt good, but be honest.
2. Am I moving up, down or stuck in one place on the Scale? This is very important. The slide into stagnation and burnout can be very costly, not only to you, but also to your employer, your customers and your family.
3. Do I know how to re-energize and regenerate enthusiasm? In our culture, the task of renewing your enthusiasm is left privately to each individual. It is rare that help or training exists in how to do this.

### **What can I do to re-energize my work?**

This topic requires more than a few simple recommendations, but the strategies listed below can be helpful in getting started. However, if you are in Status Quo, Boredom or Stagnation, you will want to avoid descending into the next phase. No one feels very good about themselves as their work productivity drops.

Since there is little data on this subject, Corporate ER is dedicated to research in understanding how executives renew themselves at work. It is just as important to understand how others fail to renew, and make errors in their career strategies.

Work Renewal and Enthusiasm can be viewed in three stages:

### *Retreat*

The first step is to get away from the demands of the day, both work and personal. Get away and seek fresh insights about yourself and your work experience. Try to reconnect with your inner direction and creativity. Use this as a kick-off for your new effort to create a more healthy and productive perspective at work. This might be a 1-hour walk at lunch, or a week's retreat to focus on your career. This retreat might be an appointment with your coach or mentor.

I do recommend that you locate a trusted person to discuss your concerns openly, seeking guidance about re-establishing a successful and energized plan at work. I do not recommend speaking with someone at your work place. It is far safer to locate an advisor outside of work.

### *Balance*

It is typical and even expected that life and work will invite you to be out of balance. That is, you may give up exercise or shave off hours of sleep in order to meet the demands of the day. It is near impossible to re-establish work enthusiasm without a reasonable sense of balance.

There are seven areas that comprise life balance: Physical, Personal Finances, Support Network & Family, Work Maintenance, Spiritual-Altruism, A-vocational Interests, and Learning & Growth.

It will take some time to bring balance back in your life. I recommend committing to a one-year plan. Humans do not respond well to rapid nor multiple changes all at one time. You will need to do some writing on this, as well as communicating your planned changes to another person for accountability. The first time you practice these simple

strategies, change will come slower. Subsequent efforts to take stock and rejuvenate enthusiasm will be easier and take less time.

Chinese Proverb, "Be not afraid of growing slowly, be afraid only of standing still."

### *Renewal*

The research is clear in that renewal comes with new initiatives. This is the strategy used by "Long Distance Winners", who constantly win across decades. Initiatives serve to motivate and arouse hope, curiosity and learning. All of these are very good stimuli for your inner self.

Initiatives come in all kinds of packages. They might involve work, but just as likely might involve a-vocational interests, like hobbies or home-family projects.

A typical error made in the initiative strategy, is to stay with a prior and successful initiative too long. As the current project begins to reach fruition, begin conceptualizing and researching new initiatives. Yes, this takes some time, but not much. The effort will well repay you in energy and enthusiasm, as well as preparedness to seize the next opportunity. Seek initiatives where you can play a key role. Try something that will force you to reach high and might teach you new skills.

There are a number of smaller, more concrete actions you can take to avoid boredom and stagnation. Cross training outside your area of responsibility, or a-vocational training can be helpful. Another approach within your job is to turn work into a team assignment, where you and others agree to work on projects together. Other concrete steps are listed in a book on burnout by Barbara Rheinhold, entitled *Toxic Work*. I highly recommend this book for anyone who is suffering from burnout.

Less than 10% of executives ever burnout. Most are too resilient and



savvy for this and typically survive in the work world. In 2002, seek the lessons that help your career to be successful and your life to be balanced.

*David Mitchell is a consulting psychologist and former technology CEO, who lives and works in the outdoor beauty of Taos, New Mexico. This location provides David the opportunity to personally enjoy retreat and renewal, as well as bring executives to this renowned place of healing. For more information, visit the website at [www.CorporateER.com](http://www.CorporateER.com). ☞*

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The Consultants' Corner...

## **Effective Networking**

by Richard Buse

**D**uring a five-week span from early August to early September, 1995, I worked on a 20-page summary of a 400-page book, a company profile for a Northern Wisconsin manufacturer, two news releases for that same company, and several sales letters for a children's products and services directory. All of that work could be attributed—directly or indirectly—to individuals I had first met three to five years earlier.



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As an independent writer/consultant, I rely on networking not only to land new assignments, but also to get expert advice for various projects. Here are some general principles that should guide any networking activities you undertake:

### **Take a long-term focus...**

Any financial counselor will tell you that the sound way to build a healthy nest egg is by making small, regular investments long before you'll need the money. The same principle applies to networking. People often need to know you for a while (sometimes several years) before they feel comfortable enough to share information with you or to stake their own credibility on your abilities. Ergo, don't put off networking until you absolutely need help.

### **Be a giver, not just a taker...**

A management consultant who I once worked with told me that if I wanted to get more work referred to me, I needed to refer more work to others. At the time, that notion seemed a bit odd (addition by subtraction), but it's true.

When I'm contacted by prospective clients whose needs I can't meet, I try to refer them to other writers who I know could handle that work. Likewise, I've benefited immensely from other writers who've referred work to me.

Any volunteer involvement in charities, professional associations or civic groups should be approached the same way. If you're just trying to capitalize on networking opportunities while putting in as little "sweat equity" as possible, you'll wear out your welcome in a hurry. If you focus instead on being a solid contributor, the benefits will follow.

### **Find ways to stay in touch...**

It's important to nurture and maintain relationships with people who can help you. There are a number of ways to do that, but one good habit is to pass on information that could benefit others (trade publication articles,

seminar materials, etc.). They'll appreciate your thoughtfulness and also remember who you are.

### **Above all, be courteous...**

When meeting someone for the first time, you often have no way of knowing who else that person may know. If you treat everyone with courtesy, there's far less chance that some thoughtless words or deeds will come back to haunt you later on.

Also, remember to call and thank people who've helped you. Better yet, send out thank-you letters or cards.

*Richard Buse is an independent writer/consultant. He focuses on helping organizations develop communications materials, including training manuals and workbooks.*

*If you're interested in contributing to The Consultants' Corner, please forward your questions or articles to Elaine Weeman at [eweeman@seachangeptrs.com](mailto:eweeman@seachangeptrs.com). We appreciate your perspective! ☺*

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### **Ask the Trainer...**

with Lisa Rollert

**T**his month we received a wealth of information from three ASTD members. These instructional design experts provided their insight to our question:

"What is the best resource for learning basic instructional design techniques?"

Thanks go to Fred Asher for this variety of resources.



*Systematic Design of Instruction*, by Walter Dick, Lou Carey, James O. Carey. This is a classic but pricey, however, Amazon may have a used copy for \$50.00. For a review of the theory and book, turn to:

[http://lot.tamu.edu/pdf-files/handouts-pdf/components\\_of\\_instructional\\_design](http://lot.tamu.edu/pdf-files/handouts-pdf/components_of_instructional_design)

- *Principles of Instructional Design*, by Robert M. Gagne, Leslie J. Briggs, Walter W. Wager. This is also available from Amazon for \$50.00.
- Darryl Sink at <http://www.dsink.com/> is a notable researcher with software and additional training options.
- Instructional design web sites are found at <http://www.stirlinglaw.com/deborah/ID.htm>.
- Check the Langevin Learning Services web site for frequent and reasonable beginning instructional design courses: [www.langevin.com](http://www.langevin.com)

Ana Zisco recommends *Analysis, Design and Implementation* by Robert F. Mager. Ana says "I use this for deep analysis and instructional design and sometimes for higher level approaches, it all depends on the project."

Suzanne Dunn recommends training through a workshop, seminar or class as essential for instructional designers. In the academic environment, she notes that excellent instructors and designers demonstrate these qualities essential to mastering ID theory and techniques:

- Strong analytical skills (an ability to reduce broad topics to the most critical components),
- A keen understanding of the needs of the target learning audience (combining learning psychology and acknowledging the various learning styles),
- Strong verbal and written communication skills.

Much thanks to Lise Rollert for hosting our column this month! Please submit your training questions for April to Elaine Weeman at [eweeman@seachangeptrs.com](mailto:eweeman@seachangeptrs.com). ☛

## SnapShots from the February meeting...

photos courtesy of Don Simonds

*Click on a picture and a larger version will open in a separate window.*



Jan Moorman requests needs assessments from JobNet participants.



Roseanne D. Ren facilitates discussion of Performance Management Best Practices at the OE&P SIG.



Tony Jeary offers discounts to meeting attendees for books, CD's and other materials.



Scott Stein, VP Technology, facilitates the evening's events.



New Members are recognized.



Jan Moorman announces changes for JobNet and requests leads.



Marie Snidow discusses recommendations for Job Postings.



Deborah Avrin, VP Programs, introduces the evening's speaker.



Tony Jeary proves his trademark handle, Mr. Presentation, with "Inspire Any Audience."



Winners in Tony's quiz clamor for give-aways.



Deborah presents an award of appreciation to Tony Jeary.

## Member Services

Program	Service/Purpose	Contact Information
General Information	To register for meetings, leave a message for the chapter administrator, notify us of address changes, and receive information about chapter programs.	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a> <a href="http://www.dallasastd.org">http://www.dallasastd.org</a>
Advertising in our Newsletter	You may place ads in our monthly newsletter. Contact us to learn about rates.	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>

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!	Rebecca Bales 214.358.1000 <a href="mailto:rebecca@odysseysi.com">rebecca@odysseysi.com</a>
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.	Kim Dukes 972.304.1044 <a href="mailto:kim_dukes@yahoo.com">kim_dukes@yahoo.com</a>
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.	Jan Moorman 214.352.8622 <a href="mailto:janmoorman_2000@yahoo.com">janmoorman_2000@yahoo.com</a>
<a href="#">Member Directory</a>	Available on the Chapter website. Contains contact information for each member, along with general information about Dallas ASTD and ASTD National.	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>
<b>Job Search Services</b>		
Job Postings	There is no cost to post a job on our website. Contact the Dallas ASTD office for more information. To view our current job postings, visit the website at <a href="http://www.dallasastd.org">http://www.dallasastd.org</a> (click Career Development, then click Job Postings).	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>
JobNet	A job search support group that meets before each monthly meeting; see <a href="#">meeting schedule</a> for times.	Jan Moorman 214.352.8622 <a href="mailto:janmoorman_2000@yahoo.com">janmoorman_2000@yahoo.com</a>
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 <a href="mailto:mia_bradley@merck.com">mia_bradley@merck.com</a>
<b>Mailing List</b>		
Mailing List	Available to rent if you have a training-related service or product to advertise.	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>
Monthly Meetings	Held the third Tuesday of each month to provide professional development and networking opportunities.	Dallas ASTD Office 972.755.0956 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>
Newsletter Perspectives	Published monthly; contains information about chapter programs and events, and educational articles.	Elaine Weeman 972.869.0304 <a href="mailto:eweeman@seachangeptrs.com">eweeman@seachangeptrs.com</a>
Orientation	Provides information about all chapter benefits. Offered before each monthly meeting; see <a href="#">meeting schedule</a> 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 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>
Human Performance Technology (HPT) Certificate Program	In partnership with Dallas ASTD, the University of Texas at Dallas offers this certification in six weekend seminars.	For more information, visit <a href="http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm">http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm</a> (do not include the hyphen)
Scholarship	The Ann Bankhead Jacobson scholarship is awarded each December to a student pursuing a graduate degree in training or a human resource specialization.	Kim Dukes 972.304.1044 <a href="mailto:kim_dukes@yahoo.com">kim_dukes@yahoo.com</a>
<b>Special Interest Groups</b>		
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 <a href="#">meeting schedule</a> for times.	Allen Barraclough 817.442.1698 <a href="mailto:abear727@aol.com">abear727@aol.com</a>
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 <a href="mailto:rex@traintosell.com">rex@traintosell.com</a>  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 <a href="#">meeting schedule</a> for times.	Bill Brandon 888.817.7393 <a href="mailto:bbrandon@bigplanet.com">bbrandon@bigplanet.com</a>
Organizational Effectiveness and Performance	To review articles and issues, and discuss organizational vision development to improve performance. Meetings are held before each monthly meeting; see <a href="#">meeting schedule</a> for times.	Carl Schwab 972.393.5568 <a href="mailto:cmschwab@gte.net">cmschwab@gte.net</a>  Dwight Davis 972.729.3048 <a href="mailto:Dwight.Davis.1@wcom.com">Dwight.Davis.1@wcom.com</a>
<b>Volunteering</b>		
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 <a href="mailto:info@dallasastd.org">info@dallasastd.org</a>

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## Dallas ASTD Calendar

March 2002				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4	5	6 Facilitate With Style SIG	7	8 April newsletter submissions due
11	12	13	14 Meeting reservations due	15
18	19 Consultants' SIG JobNet OEP SIG <b>Chapter Meeting</b> Learn. Tech. SIG	20	21	22
25	26	27	28	29

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### Advertising

Advertisers may contact the Chapter Manager, John Swinburn, or the Chapter Administrator, Janine Bethscheider, by e-mail at [info@dallasastd.org](mailto:info@dallasastd.org) or by calling 972.755.0956. The deadline for advertisement is the **second Friday** of each month. Advertisement 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
<a href="#">"1/4 column"</a>	2.25" x 2.5"	\$30	\$75	\$120	\$162	\$180
<a href="#">"1/2 column"</a>	2.25" x 4.875"	\$75	\$210	\$390	\$558	\$720
<a href="#">"Full column"</a>	2.25" x 9.75"	\$110	\$315	\$600	\$855	\$1080

## Dallas Chapter ASTD 2002 Leadership Team

	<p><b>President/Chairman</b>  <i>Bob Livingston</i>            972-437-1711 x-215  <a href="mailto:livstone@earthlink.net">livstone@earthlink.net</a></p>		<p><b>President-Elect</b>  <i>Kim Dukes</i>            972.304.1044  <a href="mailto:kim_dukes@yahoo.com">kim_dukes@yahoo.com</a></p>
	<p><b>Director</b>  <i>Marie Beck, Ph.D.</i>            972.401.8145  <a href="mailto:marieb@personneldecisions.com">marieb@personneldecisions.com</a></p>		<p><b>Director</b>  <i>Teresa Smith</i>            972-496-6685  <a href="mailto:seantsm@attbi.com">seantsm@attbi.com</a></p>
	<p><b>Director</b>  <i>Sharon Weisberger</i>            972-818-1199  <a href="mailto:sharonw@airmail.net">sharonw@airmail.net</a></p>		<p><b>VP Career Development</b>  <i>Jan Moorman</i>            214.352.8622  <a href="mailto:janmoorman_2000@yahoo.com">janmoorman_2000@yahoo.com</a></p>
	<p><b>VP Communications</b>  <i>Elaine Weeman</i>            972.869.0304  <a href="mailto:eweeman@seachangeprs.com">eweeman@seachangeprs.com</a></p>		<p><b>VP Finance</b>  <i>David Wilmot</i>            214.209.0418  <a href="mailto:david.wilmot@bankofamerica.com">david.wilmot@bankofamerica.com</a></p>
	<p><b>VP Marketing</b>  <i>Christy Matheson</i>            469.374.0007  <a href="mailto:cmatheson@atwork-solutions.com">cmatheson@atwork-solutions.com</a></p>		<p><b>VP Member Services</b>  <i>Rebecca Bales</i>            214.358.1000  <a href="mailto:rebecca@odysseysi.com">rebecca@odysseysi.com</a></p>



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