Perspectives

Dallas Chapter of ASTD   **Membership Newsletter**   **August 2002**

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 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 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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The Dallas Chapter proudly presents....

A Full Day of Workshops with Ed Scannell, CSP

Internationally renowned Speaker, Trainer & Author of *Games Trainers Play*

Monday, August 19, 2002

Morning Session 8:30-11:30am	*Afternoon Session 1:00-4:00pm*
Improving Training Effectiveness	**Games Trainers Play**
→ Identify and Contrast Effective and Interactive Training...	→ Why Games are An Integral Part of the Learning Process...
→ Demonstrate Practical Applications Of Learning Principles...	→ When and How to Use Games and When Not to...
→ Utilize Seven Steps to Better Training...	→ How to Stimulate Learning and Participation...
→ Prove That Learning Can Be Fun!	→ How to Adapt Games to Reinforce Experiential Learning...

Click Here To Register!

This month's meeting is presented in conjunction with the "Stay Ahead of the Curve" Luncheon and Expo:

Stay Ahead of the Curve
LUNCHEON & EXPO

August 20, 2002
9:00 AM—3:00 PM
Dallas Parkway Hilton
4801 LBJ Freeway

To Attend, Exhibit or Present, contact:

Dallas Chapter
ASTD

Tel: 972.755.0956
E-mail: info@dallasastd.org
Website: www.dallasastd.org

- Luncheon Keynote Speaker: *Ed Scannell – Games Trainers Play*
- EXPO of the Latest Products and Services
- Eight Educational Sessions by Industry Experts
- Take-Away Tools and Techniques to Use Now
- All for the Regular Price of a Luncheon Ticket!

Coolest Seminar this Summer!
Don't Miss It!

At our next meeting, Dallas ASTD Presents:

Creative Problem Solving

with Ed Scannell

Ever find yourself in a rut? This fun, fast-paced program will help clear away those cobwebs and open the door toinnovation and creativity. We'll discuss and define exactly what creativity is and how we apply it in everyday situations. We'll also be discussing resistance to change and how you can prepare your colleagues to accept new ideas.

As a result of attending this program, you will learn:

1. The five traits of creativity

2. Walt Disney's 4 C's of creative problem solving

3. Three ways people cope with change

4. Five skills of the "ASTD Tool Kit"

In addition to the items listed above, you'll learn skills to help unlock your own creativity and gain insight into the power of your own imagination. You'll practice "what if" scenarios that will prepare you for unforeseen situations. You'll even learn to be more innovative in everyday activities.

As a speaker, Ed Scannell has appeared before more than 1,000 groups. His sessions are always highly rated with a proper blend of content and humor. Ed earned the CSP (Certified Speaking Professional) designation from the National Speakers Association in 1984, and served as NSA's president in 1991-92.

As a trainer, Ed has conducted numerous seminars and workshops for associations, companies and organizations. He has presented more than 100 programs for ASTD. He received the Gordon M. Bliss Award, ASTD's highest individual honor,

This month's meeting is on:
Tuesday, August 20, 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 lunch)

If you plan on attending, please register by 5 p.m. on **Thursday, August 15**.

You may register on our website at http://www.dallasastd.org or register by e-mailing us at 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

Stay Ahead of the Curve Expo	
The EXPO vendor booths and educational sessions are free and registration is not required.	
Vendor booths	9:00 - 11:00 a.m. and 1:00 - 3:00 p.m.
Educational sessions	9:00 a.m. - 1:00 p.m.
Regular Monthly Meeting	
Networking and Registration	10:45 - 11:15 a.m.
Lunch	11:15 a.m. - Noon
Program	Noon - 1:00 p.m.

and served as president in 1982. He also served a two-year term as Executive Chairman of the International Federation of Training and Development Organizations.

As an author, Ed has written or co-authored 13 books and more than 100 articles in the fields of human resource management, communication, creativity, meeting planning, management and team-building. His best-selling series from McGraw-Hill, *Games Trainers Play*, is used by HRD professionals world-wide. ✿

SIG Meeting Schedule and Topics

Because of this month's Expo, only the Facilitate With Style SIG will meet in August. Regular SIG meetings will resume in September.

August 7th 7:30-9:00 AM	**The Name Game—Tips to Make 'Em Stick!** Facilitate With Style SIG American Heart Association 7272 Greenville Avenue, Dallas, TX 75087

The nearest cross street is Walnut Hill, located across the street (west) from Presbyterian Hospital. Visitor parking is located at the main entrance. Ask the Security Guard or Receptionist for the ASTD meeting and you will be directed to the appropriate meeting room.

Come on, admit it. How often do you see the same people at ASTD and realize you've forgotten their name? Have you caught yourself scanning people for a name tag, even after they've told you their name?

Patricia Mejía will enhance what we learned from Ron White's July session by facilitating a process that will help get those names to stick. You know their faces—now never forget a fellow SIG member's name again! Come prepared to have fun, and learn a process you can apply as often as you like—personally, professionally, even socially.

There is no charge for attendance, but donations are welcome for refreshments.

Lessons In Leadership
A Tribute to John W. Gardner

by Bob Livingston, President

A great deal of knowledge comes to us through the writings of others. This is especially true in my case. In fact, there are certain authors that I return to time after time looking for wisdom. John W. Gardner is one of these authors. Over the past fifteen years, I have read anything he wrote that I could get my hands on. I have read several of his books multiple times. On February 16, 2002, John W. Gardner passed away at the age of eighty-nine. I want to pay tribute to him this month for what he has given to me in terms of my work and my personal life. I also want to share with the membership some of his wisdom.

First, what were his accomplishments? He served six Presidents, most notably as HEW Secretary during the Johnson Administration. He was the chairman of Common Cause, co-founder of Independent Sector, and President of the Carnegie Corporation. He was also the Miriam and Peter Haas Centennial Professor at Stanford Business School. His books include *Excellence*, *Self-Renewal*, and *On Leadership*.

Leadership is a subject taught by many of our members. Let me share a few of the things I learned from this man through his writings. I will use a quotation that depicts a theme in Gardner's books and follow with thoughts about what I learned from it.

"Whether the subordinates become followers depends on whether the executives act like leaders." (*On Leadership*, P.3)

Responsibility must be anchored in the realm of the leader. Subordinates will not follow unless they feel they can perform and grow from the experience. Effective leaders give people as much responsibility as they can handle, never more. When subordinates feel that the leader has their interests at heart, they will follow.

"Expect a lot, get a lot." (*Excellence*, p.149)

Challenge people and they will perform. I found that the best way to increase productivity in an organization is to build better jobs for your best people. They will rise to the challenge and produce more than two moderately talented people. Leaders nurture talent. Gardner wrote about the importance of developing superior talent forty years ago.

"Leader's don't invent motivation in their followers, they unlock it." (*Excellence*, p.145)

Motivation is personal. Each person has a different formula for what motivates and

drives him or her toward success. However, it is difficult to understand these motivations because so much of it is kept internal within the individual. Leaders must find out how the purpose and values of the group taps into the person's personal formula, allowing them to share in something greater than just their personal interests. If the person cannot discover a connection between their personal needs and the needs of the group, they will have a hard time rising to the demands of the job.

"Some people have greatness thrust upon them. Very few have excellence thrust upon them. They achieve it. They do not achieve it unwittingly, by 'doin' what comes naturally'; and they don't stumble into it in the course of amusing themselves. All excellence involves discipline and tenacity of purpose." (*Excellence*, p.76)

This is my favorite quotation. It reminds me that anything in life worth having requires these two characteristics.

This small sampling of Gardner's works scratches the surface. I urge you to read at least one of his books. If there is one book all leadership trainers and facilitators should read, it would be *On Leadership*. It is probably the best overview of the issues involved in the practice of leadership that I have found.

About the same time I started reading Gardner's books, I heard Joseph Campbell offer some advice that I have followed many times. He said that if you find an author that interests you, you should read everything the person has written. Only then will you know what he or she truly believes. Which writer interests you? Do yourself a favor and truly discover what they are all about. 🐚

Quotations from the following books by John W. Gardner:
Excellence, Revised Edition, (New York: W. W. Norton), 1984.
On Leadership, (New York: The Free Press), 1990.

Thank you to the following volunteers…

…to Vicky Ulrich and Loretta Reid for helping at the registration/guest tables for the June and July monthly meetings.

…to Ellen Lee for her work on the website's resume-listing area.

…to Emily Hoad for keeping our job listings up-to-date and plentiful on the website.

And thanks to the following people for their help with our Facilitate With Style program in July:

…to Ron White, our guest speaker, for your time and support of ASTD. (Look out, you may have some steep competition for the next world record!)

...to Frances Bright for your help with set-up, break down, clean up, meet & greet, and general overall assistance.

...to Linda Bassett for your help with signage, and for greeting and directing participants to the conference room.

If you'd like to recognize a special volunteer, please write to Joe Russo at jrusso@zalecorp.com or Elaine Weeman at eweeman@seachangeptrs.com. ✆

Link of the Month

The eLearning Guild provides "high-quality learning opportunities, networking services, resources, and publications." Membership is free. If you're looking for a community of e-learning professionals, this is a great start:

http://www.elearningguild.com/index.cfm

Send your submissions for link of the month to Joe Russo at jrusso@zalecorp.com or Elaine Weeman at eweeman@seachangeptrs.com. ✆

Using Office for Training Functions

Train the Trainer - PowerPoint Presentations

By Shirley Lee

Welcome to a feature article by Shirley Lee. Each month, Shirley will supply tips for using Microsoft Office applications to improve your presentations and streamline your job. The features presented in these articles will apply primarily to Office 97 and Office 2000 users.

Ever get on a roll creating PowerPoint slides and then realize you didn't create a opening slide with the main points? Do you find yourself scrolling up and down the slide presentation trying to come up with an agenda or list of objectives that you can use in an opening or closing slide? Well there is a quick solution for this problem. Below are instructions on how to automatically create a "summary" slide. After the "summary" slide is created, you can copy it to the front of your presentation to create an opening slide. After both slides are in place, you can edit the text as needed.

Creating a summary slide:

1.	Open the PowerPoint presentation and go to **Slide Sorter View** using the icon button in the lower left-hand corner of the window.
2.	In Slide Sorter View, select each slide whose title should appear on the summary slide. Use **Shift-Click** to select multiple slides.
3.	After all slides are selected, click on the **Summary Slide** button on the toolbar.
4.	A new slide titled "Summary Slide" will appear in the presentation. Move this slide using the Drag and Drop method to the desired location in your presentation.
5.	To edit the slide, select the "Summary Slide" and return to **Slide View** using the icon button in the lower left-hand corner of the window.

Copying a Slide:

1.	While in Slide Sorter View, select the slide to be copied and click the **Copy** button on the toolbar.
2.	Then click on the slide that should be in front of the new slide and click the **Paste** button to put the new slide into the presentation.
3.	To edit the new slide, select the slide and return to Slide View as in step 5 above.

Shirley Lee is MOUS certified (Microsoft Office User Specialist). Her web site contains more PC hints and is located at this URL: www.geocities.com/slee_rightfit.

Creative Process:
Hooray for the Team!

By Sandy Baumann

S everal weeks ago while on vacation, I stayed at a wonderful resort where the customer service was amazing! It was so fantastic, that I found myself asking some of the managers what their secret was for such great service. Being in the training industry, I expected the answer to be "training". I was pleasantly surprised, however, to hear that my assumption was wrong. The managers all responded: "We have a fantastic team." "Teamwork!" "It's the team, they're all great at what they do."

My experience was so satisfying that the hotel now has me as a customer for life! A company's greatest asset is their people. Happy and productive teams in the workplace can only lead to success. A "team" can be defined as a group of people working towards a common goal. When everyone works in harmony, that "team work" is the basis for getting the most out of the team, which is crucial to the company's on-going success. For this reason, companies invest thousands of dollars in "team building" development.

In facilitating workshops, I have found one particular exercise useful in promoting team-building. It is called "What's Our Logo?"

Title: What's Our Logo?

Objective: To allow groups to develop working relationships while working collectively on a task.

Procedure: Have the participants form small groups. Begin by having them introduce themselves to other members in their group. Ask each group to take five minutes to choose a team name and ten minutes to develop a graphic logo that will appropriately reflect who they are and what they feel best represents them. Next, ask each group to develop a slogan of ten words or less which reflects the attributes of the group. Allow ten minutes for this activity. Finally, ask each group to share their results with the entire group and include a brief summary of their

name, logo and slogan and what they represent.

Discussion Questions: Whose name, logo and slogan do you think is best? What are the criteria that you are using for the basis of your answer to the last question? How do you now feel about your group? What is the value of spending some time creating group identity at the start of a task group?

Materials: Flip chart paper and markers for each group. Name tags if appropriate.

Approximate Time: 35 minutes including discussion time

Team building is facilitated when all members of a team work together and when each member contributes his or her unique knowledge and skill in completing the project. "Let's hear it for the Team!"

Sandy Baumann is a Development Manager with a local Fortune 500 company. With over seven years of experience, she focuses on leadership development and employee development solutions. 🕭

Leader's Influence on Work Climate Impacts Performance

by Elaine Weeman, VP Communications

What do effective leaders do? Ask any businessperson this question and you are likely to hear a variety of answers from sharing the vision and setting strategy, to motivating and rewarding people. However, the bottom-line imperative of any business is to create a productive work environment, also known as the "organizational climate." The ability to create a positive organizational climate has been found to be the single greatest internal factor that drives employee performance. Studies have shown that the climate experienced by employees is created primarily by the behaviors and leadership styles of their individual managers. (1)

Impact of Work Climate

Organizational climate is the perception of how it feels to work in a particular environment. It is the "atmosphere of the workplace" and people's perceptions of the "way we do things around here." Hundreds of studies have demonstrated the link between organizational climate and key performance measures such as sales growth, efficiency, productivity, and customer perceptions of service quality. Typically, climate has accounted for 10-25% of the variance in performance measures. Research on

> Consumer Products Multinational Study
>
> A study of executives in a multinational products company illustrated the link between positive climates and performance indicators. At the start of the fiscal year, each executive was given financial targets for his or her

climate and motivation has shown that some climates can arouse employees' natural motivations. Other climates have the opposite effect, causing employees to become frustrated and de-motivated. Climate is indicative of how well the organization is realizing its full potential. High-performance organizations tend to make optimal use of everyone's capabilities.

Leadership Styles That Get Results

There are books, workshops and websites devoted to teaching leaders how they can turn bold business objectives into reality. Yet it is still a mystery to most. New research conducted by Daniel Goleman, author of *Primal Leadership*, draws on a random sample of 3,871 executives selected from a database of more than 20,000 executives worldwide. His research yielded six distinct leadership styles, each springing from different components of emotional intelligence. This research suggests that the most effective leaders do not rely on only one style, but have learned to use most of them depending on the business situation.

unit to meet. Bonuses for the execs and their team were directly tied to these performance measures. At the close of the fiscal year, the analysis showed a positive correlation between the climate dimensions and performance measures. In other words, regardless of country, the units with the better climates produced better financial results.

(Hay McBer, 1995)

The Leadership Styles in a Nutshell

Visionary - Moves people toward shared dreams; most positively impacts climate; appropriate style when changes require a new vision, or when a clear direction is needed.

Coaching - Connects what a person wants with the organization's goals; highly positive impact on climate; used to help an employee improve performance by building long-term capabilities.

Affiliative - Creates harmony by connecting people to each other; positive impact on climate; appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.

Democratic - Values people's input and gets commitment through participation; positive impact on climate, especially when buy-in is needed or to get valuable input from employees.

Pacesetting - Meets challenging and exciting goals; can have highly negative impact on climate if used too frequently or poorly executed; best used to get high quality results from an already motivated and competent team.

Commanding - Soothes fears by giving clear direction in an emergency; often this style is misused and has a highly negative impact on the climate; appropriate in a crisis, to kick-start a turnaround, or with problem employees.

Primary Dimensions of Organizational Climate

Clarity: giving employees a clear understanding of the organizational mission and their expected contributions to its fulfillment,

Flexibility: fostering risk-taking behavior; being free of unnecessary rules or bureaucracy,

Responsibility: giving employees an appropriate level of authority to perform their jobs effectively,

Standards: consistently applying the highest quality standards in all aspects of the business,

Rewards: tangible and intangible rewards for performance; includes recognition and awards,

Team Commitment: fostering pride in the organization; motivating employees to "go the extra mile."

Leadership Styles as Drivers of Climate

Research investigating how each leadership style affected the six drivers of climate show the *visionary* leadership style has the most positive effect on the work atmosphere. Three others, *affiliative*, *democratic* and *coaching*, follow close behind. The *commanding* style positively affects the climate dimension *standards*, while negatively affecting all the other drivers—particularly *responsibility* and *flexibility*. The *pacesetting* style positively affects *responsibility* while negatively affecting all other climate drivers, particularly *rewards*. That said, these findings indicate that no style should be relied on exclusively, and all have at least short-term uses.

Leadership's Style Impacts Climate

The late David McClelland, a noted Harvard University psychologist, found that leaders who have high emotional intelligence were far more effective than peers who lacked these strengths. Daniel Goleman, in his recent book, *Primal Leadership*, identifies which emotional intelligence competencies drive the six leadership styles. These competencies include: self-control, relationship skills, self-awareness, and empathy. As a leader builds these emotional competencies, they are more able to use a wide repertoire of leadership styles, choosing the right

In a study of major life insurance organization CEO's, the climate they generated for their direct reports predicted the performance of the entire organization. The companies were divided into two groups: those with positive climates and those with average climates. In this study, climate alone was able to correctly sort if the company was a high performance or low performance company 69% of the time. This percentage was increased to 75% accuracy when specific variables were focused on.

(Hay McBer, 1995)

style for each situation.

The leadership styles can be compared to a game of golf. Over the course of a game, a golf pro picks and chooses clubs based on the demands of the shot. Sometimes he thinks it over and sometimes he instinctively knows and swiftly pulls out the right tool. Today's business environment is challenging, to say the least, and successful leaders must play their leadership styles like a pro—using the right one at the right time.

Elaine Siciliano Weeman is a Dallas based organizational consultant and leadership coach. She co-founded Sea Change Partners LLC with offices in Dallas and Los Angeles: eweeman@seachangeptrs.com, www.seachangeptrs.com. 💲

(1) Originally developed as a theory by psychologists Litwin and Stringer in the 1960s, borne out by their research and by over 30 years of additional research, involving over 3,000 companies, led by Harvard professor Dr. David McClelland and his colleagues at McBer & Company. Most recently cited in *Primal Leadership*, by *Emotional Intelligence* author Dr. Daniel Goleman. The methodologies and instruments for measuring climate and for assessing leadership styles employed in this project were developed by McBer & Company and used herein by license.

The Consultants' Corner...

A re you a consultant who can offer insights into the business? Are you a training manager who knows what to look for in a consultant? *The Consultants' Corner* is looking for writers who have something to say about the business, whether your point of view is that of the consultant or the customer.

If you're interested in contributing to *The Consultants' Corner*, please forward your questions or articles to Elaine Weeman at eweeman@seachangeptrs.com. We appreciate your perspective! 💲

Ask the Trainer...

with Richard Buse

T his month's question is: *"What do you do to keep training sessions fun and interactive?"*

Mary Anne Wihbey replies:

This is a challenge for most trainers and here are a few basic tips:

Ask thought provoking questions. It is

important to gain the audience's attention immediately. It is similar to a television commercial where you must capture their attention in 30 seconds or less.
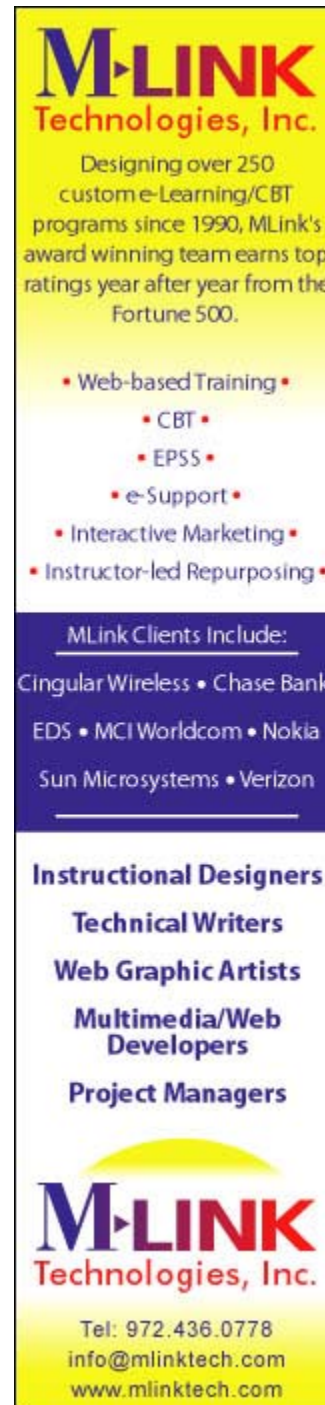
Ask about their experiences. As part of the opening, I will ask about their challenges, opinions or experiences. Once they realize that you value their experience, they will begin to open up and "buy into" the training.

Incorporate workshops and role-play. For example, in my sales training seminar, participants are involved in a workshop or group activity within the first 45-60 minutes.

Personality and emotion go a long way. If your material is dry or you tend to be uncomfortable in front of a group, it is important to rehearse your material. Consider videotaping yourself in advance. Many trainers have difficulty bringing subjects to life. Use your own personality to your advantage (even a dry sense of humor is better than none.)

Let the participants assist you. For example, ask someone to write answers on the flip chart while you ask questions.

Use games or quizzes. I have played Family Feud and Jeopardy. I also have a quiz where students yell out the answers as I read the questions off the PowerPoint presentation. Also, offer prizes for the right answers. This may be a candy bar or other prize relevant to the training. I often give an audiocassette tape as a prize.

Make Audio/Visual work for you. Use various forms of A/V. For example, create some colorful flip charts to make a point. Use videos when relevant and try to make the videos interactive. In our sales training course, when the video instructor says to his audience "Repeat after me," my class is joining in and repeating too. Be very careful not to just read a PowerPoint presentation. Too often trainers will do this and end up losing the audience's attention as well as their own credibility.

Give breaks often. Allow participants to stretch, make calls, etc. I try to give one ten minute break every 60 minutes, and I never keep students sitting longer than 90 minutes.

Continue to ask questions throughout the presentation. Too often we get up in front of an audience and just talk. It is important to ask questions whenever possible to keep the participants involved.

Amy Harries replies:

I am a big fan of accelerated learning techniques. Using these in my sessions often creates a fun and interactive climate for the attendee. I also work learning point "anchoring" exercises into sessions which tend to create "aha moments" for the students. This is not only fun for them, it creates an anchor to remember that segment of the session. Frequently, I will turn a lecture into a story with some kind of cliffhanger. This too, has been popular, especially when I create a physical environment that supports the story (rather like story time in kindergarten.)

More than any of the above, I get the participants talking about the lesson as quickly and as much as I can. Also, I bring real world examples and experiences into the lesson. More often than not, the students themselves provide some of the best sources of interaction and fun.

Our question for next month is:

"What do you do to make old training topics fresh?"

Please send your responses to Richard Buse at busewrites@aol.com.

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

SnapShots from the June meeting...

photos courtesy of Don Simonds

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

Charleen Allen discusses pricing of services at the Consultants' SIG.

Rick Write on Navigating Change at the OEPI SIG.

Bob Livingston, President, leads a group of 15 at JobNet.

Becky Bales, VP Member Services, encourages chapter involvement at JobNet.

Mary Jo Huard kicks off Orientation for 12 new members.

Becky Bales calls for volunteers at the main meeting.

Bobbie Flower won the new member/guest drawing.

Bob announces that Ed Scannell will be here next month and draws names for free books.

Dick Dunstan wins a book by Ed Scannell.

Denise Reinke wins a second book by Ed Scannell.

Winner of the umbrella prize tries to get away unnoticed.

Shanna Loutrel introduces the evening's speaker.

Nancy Novelli presents "What e-Learners Are Telling Us Loud and Clear about Online Courses".

Shanna thanks Nancy for an excellent presentation.

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 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!	Rebecca Bales 214.358.1000 rebecca@odysseysi.com
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 kim_dukes@yahoo.com
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 janmoorman_2000@yahoo.com
Member Directory	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 info@dallasastd.org
Job Search Services		
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 http://www.dallasastd.org (click Career Development, then click Job Postings).	Marie Snidow 214-368-4821 msnidow@yahoo.com
JobNet	A job search support group that meets before	Jan Moorman 214.352.8622

	each monthly meeting; see meeting schedule for times.	janmoorman_2000@yahoo.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.	Elaine Weeman 972.869.0304 eweeman@seachangeptrs.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) Certificate Program	In partnership with Dallas ASTD, the University of Texas at Dallas offers this certification in six weekend seminars.	For more information, visit http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm (do not include the hyphen)
Scholarship	The Ann Bankhead Jacobson scholarship is awarded each December to a student pursuing a graduate degree in	Kim Dukes 972.304.1044 kim_dukes@yahoo.com

	training or a human resource specialization.	
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
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. Contact the SIG leaders for locations.	Patricia Mejia 214-706-1853 patricia.mejia@heart.org Mary Anne Wihbey 972-715-2678 webekool2@aol.com
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 times.	Bill Brandon 888.817.7393 bbrandon@bigplanet.com
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 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

August 2002				
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
			1	2
5	6	7 Facilitate With Style SIG	8	9 September newsletter submissions due
12	13	14	15 Meeting reservations due	16
19 Ed Scannell Workshops	20 Stay Ahead of the Curve Expo **Chapter Meeting**	21	22	23
26	27	28	29	30

Advertising

Advertisers may contact the Chapter Manager, John Swinburn, or the Chapter Administrator, Janine Bethscheider, by e-mail at 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
"1/4 column"	2.25" x 2.5"	$30	$75	$120	$162	$180
"1/2 column"	2.25" x 4.875"	$75	$210	$390	$558	$720
"Full column"	2.25" x 9.75"	$110	$315	$600	$855	$1080

Dallas Chapter ASTD 2002 Leadership Team

	President/Chairman *Bob Livingston* *214.236.6826* *blivingston@narrativelearning.com*		**President-Elect** *Kim Dukes* *972.304.1044* *kim_dukes@yahoo.com*
	Director *Marie Beck, Ph.D.* *972.401.8145* *marieb@personneldecisions.com*	photo unavailable	**Director** *Judith Wilson* *972.509.2022* *judith.a.wilson@communitycredit.org*
	Director *Sharon Weisberger* *972.818.1199* *sharonw@airmail.net*		**VP Career Development** *Jan Moorman* *214.352.8622* *janmoorman_2000@yahoo.com*
	VP Communications *Elaine Weeman* *972.869.0304* *eweeman@seachangeptrs.com*		**VP Finance** *David Wilmot* *214.209.0418* *david.wilmot@bankofamerica.com*
	VP Marketing *Elizabeth Bogard* *214.542.2192* *ekjco@wt.net*		**VP Member Services** *Rebecca Bales* *214.358.1000* *rebecca@odysseysi.com*

	VP Programs *Deborah Avrin* *972.991.4737 ext. 350* *avrin@wans.net*		**VP SIG's** *Patricia Mejia* *214.706.1853* *patricia.mejia@heart.org*
	VP Technology *Scott Stein* *817.238.9104* *scottcs@hotmail.com*		**Chapter Manager** *John Swinburn* *972.755.0956* *John@dallasastd.org*