Perspectives

| Dallas Chapter of ASTD | Membership Newsletter | February 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.

Editor/Designer:
Joe Russo
jrusso@zalecorp.com
972.580.5379

VP of Communication:
Elaine Weeman
eweeman@seachangeptrs.com
972.869.0304

At our next meeting, Dallas ASTD Presents

Inspire Any Audience

with Tony Jeary, High Performance Resources

As training professionals we make presentations often. We have to deliver presentations that inspire others to action and convince our organizations' leaders that what we do is worthwhile. How much more effective could you be if you could *Inspire Any Audience*? Join us for a dynamic and entertaining speaker. Tony Jeary, Mr. Presentation, is America's foremost Presentation Strategist.

You will learn hands-on techniques and skills that will help you better understand your audience and how to reach them effectively. Tony will address the three elements of every presentation that require equal treatment:

1. Content: "What will you present and why will you present it?"

2. Presentation: "How will you present your message?"

3. Audience: "What are their expectations and how will they connect to your message?"

Tony has published more than 15 books on the subjects of presentations and business strategy, such as, *Inspire Any Audience*, *Speaking From the Top*, *We've Got to Stop Meeting Like This*, *Speaking Spice*, and *Nervous to Natural*. He coaches the Fortune 100's finest CEO's and presidents of companies like Wal-Mart, Sam's Club, Ford, New York Life, Shell and Texaco.

Schedule of Events

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

Tony is also the founder of High Performance Resources, an international presentation and strategic planning firm serving Fortune 100 corporations, as well as small businesses. You will find Tony's insights and tips immediately useful. Plan now to make this exciting opportunity to perfect your presentation skills. ❧

Right before the meeting, join the Organizational Effectiveness and Performance SIG for:

An Integrated Approach to Performance Management for Achieving Organizational Results

Presenter: Rosanne D. Ren

Rosanne D. Ren is a specialist in performance management systems, a founder and principal of Sea Change Partners, and previously led the organizational and leadership effectiveness practice in the western region for the Hay Group. The meeting will take place on February 19th from 4:30-5:30 p.m. in the upstairs conference room at the Hilton Hotel. Please RSVP to Dwight Davis at Dwight.Davis.1@wcom.com. 🕊

Volunteering: What's it all about?

by Bob Livingston

I remember a strange encounter that took place while I was volunteering at the ASTD International Conference in Dallas two years ago. I had volunteered as an "Ask me" person which requires you to stand in a designated location, wave a sign that says, "Ask Me" and supply directions and information. Two gentlemen, who identified themselves as newspaper people from Brazil, approached me. They asked me if I would explain to them why I or anyone else would volunteer.

Not wanting to be involved in a lengthy discussion, I quickly explained my personal commitment to always be involved in volunteer work with at least one organization. However, they were not satisfied and wanted a more universal response about why volunteering is so prevalent in the United States. They explained that the concept of volunteering was foreign to Brazilians; it just did not happen very often in their country. They went on to say their reason for asking was their admiration for this practice and they were on a mission to introduce the practice to Brazilians.

Having failed at my intention not to become involved

in a lengthy discussion, I talked to them about how volunteering was part of our culture. I explained that each individual has his or her own reason for volunteering. But as a nation it is something we have always done. My advice to them was to begin the process, to celebrate their successes and to slowly but surely expand the opportunities and start building habits.

As an association run primarily by volunteers, Dallas ASTD must rely on this same spirit. Last month we recognized nearly one hundred people who had volunteered to serve in some capacity for the chapter last year. I want to invite each of our members to think about volunteering in 2002. Our volunteer opportunities include helping for an hour at registration, helping on a particular event or workshop, presenting at SIG meetings and serving on a committee. If you are interested in volunteering, please contact me. Volunteering is one of the best ways to increase the value of your membership. ℭ

Thank you to the following volunteers...

...for helping at the December meeting registration tables: Shirley Lee, Vicky Ulrich, and Ana Zysko.

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.
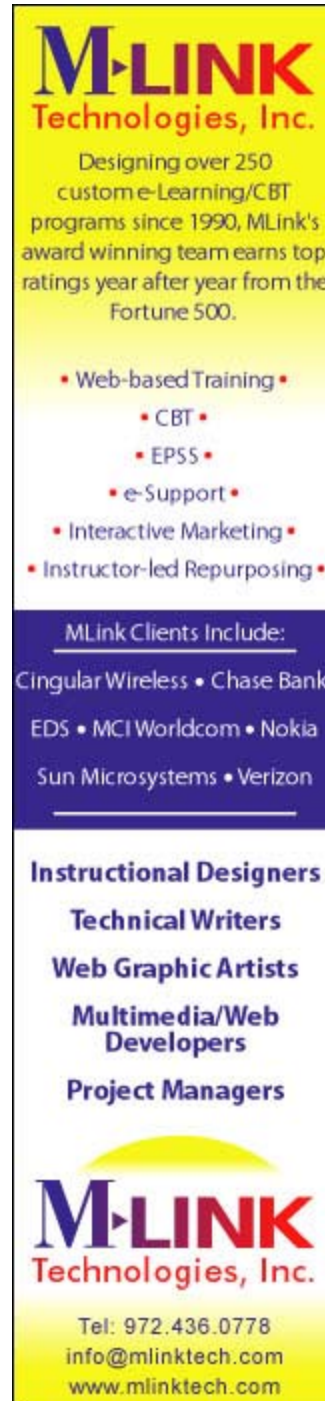
Link of the Month

Big Dog's Bowl of Biscuits contains resources and links dealing with training, leadership and performance. You'll even find information and links about Java (the drink, not the programming language)! Check it out at:

http://www.nwlink.com/~donclark/index.html.

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

eweeman@seachangeptrs.com.

2002 Leadership Team Goals

In the articles below, two more of our new officers share their goals for the year.

Jan Moorman
VP Career

Below are my key goals for 2002:

Development

1. Career Development Workshop:

   o To offer a one-day career development workshop for ASTD members designed to assess their current skills and competencies (using the Career Builder assessment instrument) and to build a development plan for themselves.

   o To be offered sometime in April and possibly also in September.

2. Market and advertise the Career Builder Assessment tool (and others) as an important resource to all ASTD members.

3. Improve advertising and marketing of the Resume Service to members as a crucial service to both employed and unemployed members. Also market to headhunters and employers in Dallas as a free service to encourage their interest and participation.

4. Improve marketing and advertising efforts of the Job Listings program. Be much more aggressive in contacting and soliciting the largest Dallas employers for available job listings and drop any fees - this should be a free service to our members.

5. Continue the Job Net SIG group and utilize rotating SIG group leaders using a pool of Career Development Consultants who would facilitate meetings every two months and offer some job search content information to participants.

6. Start an ongoing Career Development SIG group for members interested in obtaining coaching and counseling on career development issues by Career Development Consultants. Offer it every quarter to members. (Logical offspring of the Career Development Workshop).

David Wilmot
VP Finance

My goals for 2002 are:

1. To learn the bookkeeping aspects of this post

2. To produce timely monthly financial reports

3. To balance income and outgo

4. To retain existing members and recruit new ones.❧

December Meeting Re-cap

At December's chapter meeting, Al Lucia presented "Rock Your Way To Happiness" - methods for "harmogenizing" your training sessions. At that meeting, a few members shared their favorite songs and explained what lesson the song has to teach us and our training participants. Here is a list of some of the responses.

SONG	LESSON
Celebration	We need to look for more opportunities to celebrate the good things in life.
I Will Survive	Whether it's loss of a job or facing another difficult challenge we will survive!
I Want To Take You Higher	This is what we try to do when training/teaching a group.
With A Little Help From My Friends	The people in this association go out of their way to help each other
Shout	Even though people may think we are quiet - there are times when it is okay to SHOUT.
We Are Family	In this profession, we hang together.
Go Where You Want To go	We have the flexibility to be creative.
Revolution	We have the power to change the world.
Love The One You're With	Look for the bright side in your current situation.
Stop, In the Name of Love	Stop doing the things that are hurtful to others and ourselves.

Using Office for Training Functions

Train the Trainer - Word Documents

By Shirley Lee

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

This month's article is the second in a two-part instruction. The first article was in the January newsletter and covered using Styles in Word. This article is on a quick and easy method to create a Table of Contents in your documents based upon the use of Styles.

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Creating a Table of Contents with Styles:
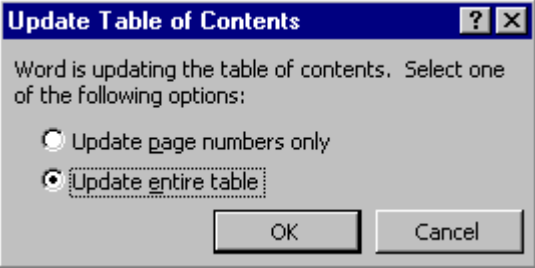
1.	After the document has Styles assigned, move to the location where the Table of Contents should be placed in the document.
2.	From the menu bar, select **Insert** and then select **Index and Tables**.
3.	When the Index and Table dialog box is displayed, select the **Table of Contents** tab.

4.	If the default Word "Heading" Styles were used in the document: • click **OK** and the Table of Contents will be created. If the "Heading" Styles were not used: • click the **Options** button • select the Styles and their associated level in the Table of Contents

- click **OK** to save the new settings
- click **OK** in the Table of Contents dialog box to create the Table of Contents.

You can also create a Table of Contents without Styles by putting field codes in your document, however that method would require a few extra steps and more concentration. Plus, by utilizing Styles instead of field codes, you have a quick and consistent method for making various heading levels in your document stand out.

Updating a Table of Contents:

1.	Right-click anywhere on the existing Table of Contents and a pop-up menu will appear.
2.	Then select **Update Field** and the Update Table of Contents dialog box will appear. **Update Table of Contents** ? X Word is updating the table of contents. Select one of the following options: ○ Update _page_ numbers only ● Update _entire_ table OK Cancel
3.	If any text in the Table of Contents heading levels has been changed or added: - select "Update entire table" " and click **OK**. If heading levels were not changed or added: - select "Update page numbers only" and click **OK.**

Shirley Lee is MOUS certified (Microsoft Office User Specialist). Her web site is www.geocities.com/slee_rightfit. 🕸

An integrated performance management system is one of the most effective means of managing business performance.

Managing Employee Performance

By Rosanne D. Ren & Elaine S. Weeman

A global telecommunications company was hemorrhaging talent from its R&D department. This company was highly effective in attracting young engineering talent, largely by advertising generous training and career development opportunities. Yet exit interviews revealed that the primary reason most of the young engineers had left was the company's failure to deliver on that promise. Delving into the cause of this failure revealed that the R&D Manager had been consistently postponing or declining approval for her team members to attend company-sponsored training. The reason she'd given for withholding approval was the potential disruption of R&D project schedules.

The company's senior executives were appalled to learn that their strategic objective of attracting, developing and retaining top engineering talent was being thwarted by their R&D manager. In reality, however, the R&D manager herself was not fully to blame; the main culprit in this situation was the inconsistent direction she'd received from company leadership, her boss, her job description and her compensation. The problem was multifaceted. First, the R&D manager was an achievement-driven individual whose first priority tended to be meeting or beating project deadlines. Second, her job description focused far more on R&D output than on team development. Third, her boss had ignored nearly everything but successful project completion in his feedback to her, giving her consistently high performance ratings that resulted in substantial raises and bonuses. It was not until high turnover among the R&D team began to significantly impair the department's performance, and cost the company both in productivity and reputation, that senior management intervened.

Ask employees from the executive suite to the production line of any company to list aspects of their organization that are in greatest need of improvement, and "communication" will invariably make the top three. Not the lack of it, but the quality of it. In fact, corporate life is a veritable cacophony of communication…that needs instead to become a symphony.

Consider how many forms of internal communication are used in business. First, there are the relatively direct forms: written, verbal and non-verbal messages from senior executives, one's boss and colleagues at all levels, as well as from central service departments like Accounting and HR. Then there are the indirect, yet high-impact messages communicated by the company's HR management systems, processes and infrastructure, such as compensation or training and development. Unless all of these forms of communication are sending a consistent signal, "corporate cacophony" can result. "Corporate cacophony" breeds confusion, and confusion can derail employee motivation and performance (1).

How do "corporate cacophony" and confusion arise, and how can they be avoided? One answer lies in what we call "Dynamic Performance Management™." Dynamic Performance Management™ means two things: first, fully integrating core HRM systems into one, annually updated Performance Management System, and second, calibrating that system at least yearly for alignment to "Strategic Intent" (business vision, mission, strategy and values).

(1) Research by the leading IO psychologists of this past century, starting with Litwin and Stringer and further validated by McClelland, has demonstrated that clarity of purpose and consistently enforced performance standards are the two primary drivers of employee motivation. They are also the hallmarks of high performance cultures.

In reality, most companies manage recruiting, training and development, job definition, performance management and reward all as separate streams. "Worst case" outcomes from this fragmented approach to people management include:

- Recruiting inducements that become broken promises

- "One-size-fits-all" training and development programs that only partially meet individual and organizational needs

- Static, outdated job descriptions that are not linked to current organizational goals

- Subjective, "after the fact" performance reviews that lack strategic context

- Compensation based more on subjective performance ratings and market trends than contribution to the business

Cacophony!

Turning cacophony and confusion into harmony and clarity of purpose can be achieved by following the Dynamic Performance Management™ process steps:

1. Calibrating Strategic Intent: A concerted effort among leadership, line management and HR is needed to update and calibrate their understanding of strategic business objectives on an annual basis, then cascade those objectives down to department and individual performance objectives.

2. Performance & Development Planning: Collaboration among line managers, employees who report to them and HR is then required to update job definitions, set individual performance targets, and formulate competency development plans. Collaboration among all three ensures that all three share ownership of performance goals, and that development plans are designed to support near-term performance enhancement as well as long-term career goals.

3. Performance Coaching: Managers must be trained and supported to coach employees on an ongoing basis, to provide timely feedback that keeps them energized and focused on achieving performance goals.

4. Performance Review: If performance planning and coaching have been effectively conducted, performance reviews should cease to be a dreaded annual chore. Instead, they become an opportunity to jointly celebrate progress achieved, identify developmental work still needed and launch the planning process for the following year. With data on performance and developmental progress having been gathered and charted throughout the year, the "skew factors" of subjectivity and recent experience are minimized.

5. Reward: The Dynamic Performance Management™ process culminates in basing bonuses and salary adjustments primarily on the successful achievement of performance and development objectives linked to Strategic Intent. In this way, compensation, the most tangible form of feedback, consolidates the message that the preceding steps in the process have already communicated. At the same time, it is important to remember that "reward" extends beyond compensation to other forms of recognition, and that reward in this broader definition be customized according to what most effectively motivates individual employees and not limited to an annual exercise.

The talent hemorrhage at the telecommunications company was resolved when the R&D manager was coached, supported and rewarded to balance her focus on project completion and team development. This incident inspired the company's leadership to become more proactive in aligning HR management to Strategic Intent and fostering a positive company culture.

Having a Dynamic Performance Management™ system that aligns all HR

management systems with Strategic Intent will help turn cacophony into harmony and create a high performance culture. That culture can be further strengthened through a systematic alignment of other components of organizational "architecture," such as operational systems, procedures, processes and infrastructure, with Strategic Intent.

Rosanne Ren is an Organizational Development consultant and former western regional head of the leadership development and organizational effectiveness practice for the Hay Group. Elaine Weeman is an OD consultant who also has over twenty years of executive coaching experience. They are co-founders and principals of Sea Change Partners, LLC. ✺

The Consultants' Corner...

by Elaine Weeman, VP Communications

Last month, we asked our readers:

> "What are you looking for in training/OD consultants that you hire? In these times, how can consultants best partner with you and your organization?"

Carl Schwab responds:

> "If the occasion at our company arose, what I would want from a Training/OD professional is:
>
> - A trainer with an OD attitude and outlook. That is, a trainer that could realize and recommend developmental solutions other than training.
>
> - An OD consultant with a practical attitude and outlook. That is, a consultant that could realize and effectively participate in developmental solutions.
>
> The way to gain partnership with my company would be to develop a working relationship with our company before the work. In other words, find a way to deliver expertise and demonstrate skill in a non-paid setting such as ASTD."

Forward your consultant-related questions or articles to me at eweeman@seachangeptrs.com. We appreciate your perspective!

Ask the Trainer...

with Linda Swindling

As promised in the January issue of Perspectives, we are pleased to initiate a question and answer resources column in this edition. Our guest trainer this month is Linda Swindling. This month's question is from Sharon Kohl, Training Specialist with the City of Lewisville:

> "Do you know of (or where I might find) an assessment tool that determines a person's innovation and ability to do creative thinking or generate creative ideas?"

There are many assessment tools and selection can be confusing. Here are a few ideas from ASTD members with strong training credentials:

1. **The Innovate with C.A.R.E. Profile**® identifies preferred roles when working on a team charged with making change or creating innovation. Their website is www.inscapepublishingdistributor.com. (from Deborah Avrin)

2. **Profiles International** measures for creativity. Their website is www.profilesinternational.com. (from Mary Anne Wihbey)

3. **The Ned Herrmann Group** offers a tool measuring brain style differences and show level of creative thinking and innovation. It's called the HBDI (Herrmann Brain Dominance Instrument. Ned Herrmann wrote The Creative Brain. See their website at www.hbdi.com. (from Elaine Weeman)

4. **"Creativity By Design"** is a training package offered by HRD Press. It comes with an instrument called, "Personal Creativity Assessment." Call 1.800.822.2801 or see www.hrdpress.com. (from Elaine Weeman)

If you, the readers and experts, have additional assessments that you have found useful, please send them to Lise Rollert (tomlise@prodigy.net).

March's question is:

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

Please send your responses to March's question, or your own questions for future publication, to "Ask the Trainer" in care of Lise Rollert (tomlise@prodigy.net).

SnapShots from the January meeting...

photos courtesy of Don Simonds

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

Doug Caldwell leads the JobNet meeting.

Twelve participants attend JobNet.

Nancy Driver of QUORUM addresses the OPI SIG.

OPI members pair up for a group activity.

Carl Youngberg, right, asks new members to introduce themselves at the Orientation meeting.

More new members. "Welcome!"

New Members are recognized at the main meeting.

Guests are recognized.

Elaine Weeman, VP Communications, encourages everyone to submit articles for the newsletter.

Bill Brandon reminds participants of the Learning Technology SIG meeting.

Bob Livingston, President, draws for Guest of the Month honors.

Belinda Williams wins the Guest of the Month drawing.

Scott Airitam introduces our guest speaker, Craig Haptonstall.

Craig Haptonstall talks about "Creating Behavioral Leadership in Your Organization."

Scott presents Craig with a token of our appreciation.

Member Services

Program	Service/Purpose	Contact Information
General Information	To register for meetings, leave a message for the	Dallas ASTD Office 972.755.0956

	chapter administrator, notify us of address changes, and receive information about chapter programs.	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
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 Listings	Cost to list a job is $50 for four weeks. View the	Dallas ASTD Office 972.755.0956

	job list on our website: http://www.dallasastd.org.	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.	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)

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.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 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

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

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 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"	$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* *972-437-1711 x-215* *livstone@earthlink.net*		**President-Elect** *Kim Dukes* *972.304.1044* *kim_dukes@yahoo.com*
	Director *Marie Beck, Ph.D.* *972.401.8145* *marieb@personneldecisions.com*		**Director** *Teresa Smith* *972-496-6685* *seantsm@attbi.com*
	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 *Christy Matheson*		**VP Member Services** *Rebecca Bales*

	469.374.0007 *cmatheson@atwork–solutions.com*		*214.358.1000* *rebecca@odysseysi.com*
	VP Programs *Deborah Avrin* *972-991-4737 ext. 350* *avrin@wans.net*		**VP SIG's** *Lisa Fisher* *214.252.0439* *lisa@fishercommunication.net*
	VP Technology *Scott Stein* *817-238-9104* *scottcs@hotmail.com*		**Chapter Manager** *John Swinburn* *972-755-0956* *John@dallasastd.org*