

# Perspectives

Dallas Chapter of ASTD

Membership Newsletter

October 2002

*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](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:

## **It's Cracker Barrel Time!**

This year's theme: **The Training Profession in Turbulent Times**



What is a Cracker Barrel?

It's an opportunity to attend three best practices discussions facilitated by Dallas ASTD for chapter members and guests. Attendees will select three of eight topics offered, however, everyone will receive a handout for all eight sessions.

This month's meeting is on:  
**Tuesday, October 15, 2002**  
at the Wyndham Dallas North  
Hotel  
*formerly known as 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)

## Here's How it Works

When you enter the dining room this month you will sit at the table featuring your first selected topic (see list of topics below.). After dinner, we will begin. At the end of 20 minutes we'll give the signal to change tables for another topic and then we will repeat this process for the last session. It will be a little chaotic but fun and informative. **Please be advised that this meeting may run about 10 to 15 minutes past our normal ending time of 8:00 p.m. due to the special format.**

## The Topics

Choose your three topics of interest from the following list. Be sure to choose at least two back-up topics, as seating at a particular topic is on a first-come first-serve basis.

1. *Keeping Your Resume Up to Date*  
Facilitated by Caryl Madison,  
The Career Control Group
2. *Help, My Training Budget is Shrinking*  
Facilitated by Jana West, Ericsson
3. *Keeping Quality While Saving Money*  
Facilitated by Betty Thompson, Verizon Wireless
4. *Focus on Skills to Remain Competitive*  
Facilitated by Mary Holdcroft, Talent Management
5. *Tips for Long Distance Learning*

If you plan on attending, please register by 5 p.m. on **Thursday, October 10.**

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	
<a href="#">JobNet</a>	4:00 - 5:30 p.m.
<a href="#">Consultants SIG</a>	4:30 - 5:30 p.m.
Networking and Registration	5:15 - 6:00 p.m.
<a href="#">Orientation</a>	5:30 - 6:00 p.m.
Dinner	6:00 - 7:00 p.m.
<a href="#">Program</a>	7:00 - 8:00 p.m.

Facilitated by Jo-Ann Killinger, Alcatel

6. *Partnering With Senior Management in Tough Times*

Facilitated by Bill Lee, American Airlines

7. *So You Want To Start Your Own Business*

Facilitated by Carl Youngberg, Concepts 3

8. *Coping Skills for Stressful Times*

Facilitated by Gayle Cotton, Circles of Excellence

### **The People That Make It All Happen**

This special program is offered by the entire 2002 Programs committee who worked hard to develop the theme and topics, coordinated the logistics and located the facilitators. Please join me in thanking the following folks for their time and creativity: Susan Brookshire, Janet Kafka, Amie Lay, Shanna Loutrel, Mike Overby, and John Rademacher.

Looking forward to seeing everyone at the October Cracker Barrel.... ☺

### **SIG Meeting Schedule and Topics**

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**October 2**      **Alternative Training Venues:**  
7:30-9:00 AM   **Are You Aware of Them and Why You Should Be**  
[Facilitate With Style SIG](#)

We will use this session to discuss the rise of audio and video conferencing. We will discuss the advantages and disadvantages, the reasons why companies are turning to it, and most importantly, how to effectively facilitate with it!

Mike Busby, Vice President of Matrix Digital Technologies will host our continental breakfast... and

he has a treat in store for us!

Please RSVP no later than 1:00 PM on Tuesday, October 1, to Mary Anne Wihbey at [mwebe@callpeaknow.com](mailto:mwebe@callpeaknow.com).

The meeting will be held at:  
American Heart Association  
7272 Greenville Avenue, Dallas, TX 75087

Directions: The nearest cross street is Walnut Hill. AHA is 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.

There is no charge for this meeting, but donations are welcome for refreshments. Guests will be asked to join ASTD upon their second visit.

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**October 15**    **Using Selling Skills To Develop Consulting Opportunities** [Consultants SIG](#)  
4:30 -5:30 PM

*Using Selling Skills To Develop Consulting Opportunities* will be presented by Tom Mingey, Vice President, Greenwood Performance Systems. Tom has spent many years consulting and training sales people in the art of selling. His presentation will include:

- developing client confidence
- learning client needs
- presenting an effective alternative
- assuring continuing client satisfaction

The presentation will be followed by discussion and Q&A. Both internal and external consultants are welcomed!

## The Art of Communication

by Bob Livingston, President



**C**ommunication! How can something so natural cause so much trouble? Every employee survey that I have conducted points to on-going communication problems in the organization. It appears to be a



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universal complaint. I have come to the conclusion that we try too hard to get it right. We assume that interaction between two people should be a process that unfolds smoothly with mutual understanding by all. When it fails to meet this standard, frustration and anger sets in. Each participant believes the other person has failed the process.

What if we assume that communication is a process which has to be messy, with lots of problems, to be successful? With this assumption, all should tolerate a large margin of error. Assume that the other person will probably not understand you, requiring that extra time be spent for understanding to occur. As a result, we don't really have any reason to get frustrated or

upset.

First, understand that even though people belong to the same species, each person thinks differently. We have different social and cultural backgrounds, educations, life experiences, and other influences. This guarantees we will not see the world through the same eyes. There is a constant effort to get on the same page. However, we will probably always be, to some extent, on different pages. But don't despair! Remember, there is strength in diversity.

Second. Take comfort in the fact that things will never get worse than they currently are. The other person can't understand you any less than they already do. If you make any progress, you have been successful. The great feeling you get as a result of your success, should motivate you to spend more and more time trying to replicate this success. Before you know it, the motivation will be intrinsic and you will be successfully interacting with people because it's the right thing to do.

Finally, others will see you as a role model. They will ask you to teach them how to communicate better. The answer you give them will be worthy of any master teacher or guru. You will tell them, "Quit trying to fix it. Just practice communication until you get it right." 💰

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

For those on the Succession Planning Committee, Kim Dukes thanks...

- Marie Beck
- Janet Kafka
- Clare Davis
- Amie Lay
- Scott Airitam
- Bill Lee
- John Cox
- Pauline Shirley
- Karen Hopkins
- Jay Maxwell

For helping out at the registration tables at September's meeting, Janine Bethscheider thanks Shannon Brown and Vicky Ulrich.

Scott Stein thanks Emily Hoad for posting jobs on the ASTD Job Posting areas and Elizabeth Bailey for developing the resume posting area and creating the newsletter survey.

For the Newsletter Transformation! Elaine Weeman sends a very special thank you to Joe Russo for the outstanding redesign of our newsletter. Also, much appreciation goes to Scott Stein, Elizabeth Bailey and Joe Russo for creating and launching our newsletter survey, so we can continue in our improvement process.

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). 📧

## Link of the Month

**T**his month's link is a free article search site. Findarticles.com allows you to search for key words in articles from over 300 publications, including Training & Development magazine and HR Magazine.

<http://www.findarticles.com>

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 - Word Documents*

By Shirley Lee

[Click here for an exciting announcement about the December Office article!](#)

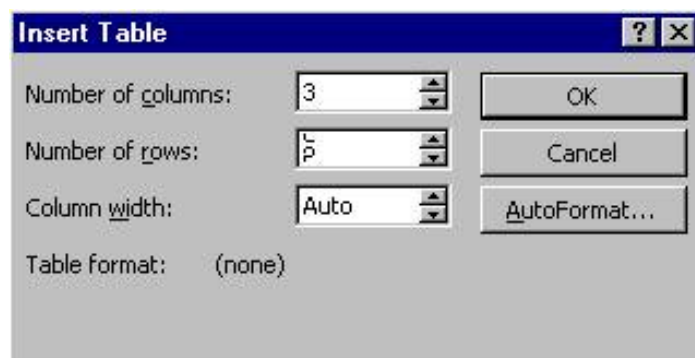
*Welcome to a feature article by Shirley Lee. Each month, Shirley will supply tips for using Microsoft Office applications to improve your presentations and streamline your job. The features presented in these articles will apply primarily to Office 97 and Office 2000 users.*

**T**ables are typically used in documents to make data stand out or make it easier to read. Creating tables in Word documents is

fairly simple using the instructions below. Once a table has been created it can have data input, columns can be resized, and the table or cells can be formatted. The data in the table may also be sorted or may include mathematical formulas to calculate the data. Updating the table is easy too, as data may be changed or rows and columns may be added or deleted.

### Create a Table:

1. Click in the document where a table is desired. Then from the menu bar, select **Table**.
2. Select **Insert Table** from the drop-down menu.
3. When the Insert Table window appears, use the arrows next to **Number of Columns** and **Number of Rows** to specify the desired number of each.



Note: The **Column Width** option may be used to set the size of all columns before creating the table or can be left at default of "Auto" which will make the table wide enough to fill from the left margin to the right margin. Columns may be resized by dragging the right edges (as is done in Excel) after the table is created. The **AutoFormat** button may be used to specify how the table should look when created or this may be done after the table is created using the menu option **Table**, then **Table**



## AutoFormat.

4. Click the **OK** button and the table will be created.


5. Click in the desired cell of the table to input data. The **Tab** key may be used to move left to right and then down to the first cell in the next row. If **Tab** is used from the last column in the last row, a new row is automatically added. Therefore, if a new row is not desired, click out of the table after entering data in the last row.

## Inserting Rows or Columns:

1. Move to the row or column where a new row or column should be inserted. (A new row will be added above the row your cursor is in. A new column will be added to the left of the column your cursor is in.) Then from the menu bar, select **Table**.

2. Select the appropriate option, **Select Row** or **Select Column**, from the drop-down menu.

3. The selected row or column will be highlighted in the table. Then select the toolbar icon **Insert Row** or **Insert Column** to insert a new row or column.



Insert Row





Insert Column

## Deleting Rows or Columns:

1.	Move to the row or column in the table that is to be removed. Then from the menu bar, select <b>Table</b> .
2.	Select the appropriate option, <b>Select Row</b> or <b>Select Column</b> , from the drop-down menu.
3.	Then from the menu bar, select <b>Table</b> .
4.	Select the appropriate option, <b>Delete Rows</b> or <b>Delete Columns</b> , from the drop-down menu.

Additional options for creating or enhancing tables include the following:

Toolbar Button	Description
	<b>Insert Table</b> is a quick way to create a simple table by dragging across the desired number of rows and columns in a grid that appears after the button is selected.
	<b>Insert Excel Worksheet</b> allows inserting of a table that works like an Excel worksheet. When you click outside the Excel worksheet, it will appear as a Word table. When the table is right-clicked, the menu options <b>Worksheet Object</b> , then <b>Edit</b> should be selected for the Excel grid to reappear. Additional columns or rows may be displayed in the Word table by resizing the Excel grid.



**Tables and Borders** is a way to draw a free-form table and build cells by drawing boxes or lines. This tool may also be used to enhance an existing table with borders, filling cells with color, sorting and summing data.

## EXCITING NEWS ... READ THIS!



In December, **you** can ask our resident MOUS expert, Shirley Lee, **your** MS Office related question. To submit your question, [click here](#). All questions may not appear in the December newsletter, however, you may request that your question be answered via e-mail.

*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](http://www.geocities.com/slee_rightfit). ☎

*Explore Options Beyond Quality Management, Part 2:*

### **Know Yourself Well to Perform Better**

by Pawan Bairagi

**I**nspired by the power of renovation (to see beyond what is obvious), I set out to prove that Human Resource Development (HRD) is a pure science. After 10 years of research on individual and organizational behavior, I have developed a unique and complete Human

Resource Management philosophy called the Bairagi Management system. (Also known as Emotion Management, since it starts with taking care of our internal feelings/emotions.)



Bairagi Management is a system of management based on analysis of a person's total needs: physical, psychological and spiritual. In my research, I analyzed all three needs and their intrinsic requirements in depth. I found that if we fulfill an employee's needs in terms of healthy atmosphere,

suitable pay, opportunities to improve skills, and, above all, tranquillity of mind, there is no barrier that can impede the growth of that individual. When the trio—body, mind and soul—are in harmony, a person is said to have "developed." Bairagi Management is about developing the trio through discovery of your strongest features and using them to meet your goals and your company's goals.

The Bairagi system is based on twenty basic human instincts. The system asks people to draw solutions and knowledge from within themselves. By discovering and unleashing his/her own unique abilities (through this system), one result is increased potential for innovative ideas. This is what companies need to reach new heights of professionalism, competitiveness, and profitability.

My aim is to show people the basics of developing the trio of body, mind and spirit. Bairagi Management is an internal journey and strives to free one from the pressures of the typical work environment ... leading to individual development, cost-effective and time-efficient work, innovative ideas, increased loyalty, self-motivation, and a healthy bottom line. ☺

*To learn more about Bairagi Management, you may contact Pawan Bairagi at [pawan\\_bairagi@yahoo.com](mailto:pawan_bairagi@yahoo.com).*

## **Creative Process: Rewarding Review**

*By Sandy Baumann*



**F**or years, television games shows have been thrilling and entertaining audiences and participants alike. Most offer the opportunity to review what you may already know in a challenging, competitive and exciting way. "Family Feud" originally hosted by Richard Dawson was no exception. Consisting of two teams connected by familial bond, the teams competed by matching the answers to various surveys of one hundred people. The exciting competition format proved to be highly successful as the long running show went on to win an Emmy award and held the distinction of being rated as the number one daytime television game show for several years.

Fortunately, this exciting format has worked well in the classroom, too! In using this format as a review activity after a long day in training, participants are allowed the opportunity to review the key learning points in a fun brainstorming fashion, get out of their seats to get that circulation going and to win a prize! Company key chains, pens, and coffee mugs make great prizes. Use your best judgment and avoid prizes that may offend anyone (for example, lottery tickets.) Choose at least six key points reviewed in the workshop in the form of questions and one tie breaker on hand just in case. Most importantly, have fun!

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**Title:** "X Feud" where X is replaced by the classification of your workshop participants. For example, X can be "Managers" in a management development workshop, "Cashiers" in a customer service training session or "Employees" in a general employment workshop.

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**Objective:** To review and challenge participants' knowledge of the key learning points explored in the workshop.

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**Procedure:** Divide the room into two groups/teams and have each team stand on opposite sides of the room. Provide each team with their own flip chart to display their answer collectively. Flip a coin to designate which team will play first.

Begin by asking the first team a key learning point in the form of a question. Each team is allowed thirty seconds to brainstorm and write their answer on their designated flip chart. One point is given for correct answers. If the first team has a wrong answer or doesn't know the answer, they forfeit their turn and the second team is given five seconds to "steal" and score a point by answering correctly.

During any team's thirty-second turn, always remind the other team to "Get ready to steal" so that they are also brainstorming and reviewing the key learning point question. Recommended number of questions are six with one extra used as a tiebreaker, if necessary. Alternate questions until a winning team is declared.

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**Materials:** Flip chart paper and markers for each group. Previously prepared key learning points in form of a question each written on index cards. Include the corresponding answers on the index cards just in case you experience a brain freeze and your mind goes blank when asked what the correct answer is. Prizes for each member of the winning team. See ideas for prizes above.

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**Approx. Time:** 5-10 minutes depending on delivery

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*Sandy Baumann is a Development Manager with a local Fortune 500 company who focuses on Leadership Development and employee development solutions. ☎*

## **The Consultants' Corner...**

### **Dealing With Toxic Bosses**

by Linda Swindling

**M**ost of the problems that people experience with those who lead them are because of miscommunication, differences in personality types or pressure that the organization is placing on individuals at work. Many times the problem does not lie with the boss, but the employee. **There are many employees who don't take responsibility, create problems where none existed and who sabotage rather than support their leaders.** This article is not about the great majority of folks who have been placed in the challenging role of supervising others. It is not about people who have flaws or are doing the best they can leading in situations that they have been given.



*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**

- In-House Workshops
- Public Workshops
- Licensing Programs
- Personal Coaching
- Books, Videos, CD-ROMs,...



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Instead, this discussion is about a different breed who have a negative effect on everyone around them. There are some people who have been placed in supervisory roles that have no business being there. These people will never be happy with their subordinates' efforts no matter what is accomplished. With effort, most of these toxic bosses can be managed or at the very least a defense can be raised against their tirades, ineptness or extreme mood swings. Here are some strategies to help you defend against toxic supervisors.

**Accept that your boss won't change.**

Simply acknowledging that your response must change may help. People in charge have achieved their status by being who they are; expecting them to change without a directive from above will most likely not occur.

**Don't try to be a psychologist.**

You don't need to understand why your boss acts the way he or she does. The specific details behind his or her problems don't matter. What matters is determining a course that makes you effective and steers you clear from the dark cloud hanging above your supervisor.

**Discover when problems occur.**

Learn the triggers that set the harmful actions in motion. Watch for signs and patterns that surround your manager's undesirable

behavior. Learn to read the signs of trouble brewing so you can avoid situations or even put in correcting actions if needed.



**Become a detective.** Determine what type of problem boss you are dealing with. For example, some want you to do the work for them while they take the credit. Others want you to take all the risk. Some managers like to play politics while others are cowards who won't make decisions or support you in any form. Some managers prefer to be left alone and not bothered, while others don't feel comfortable without knowing every detail. Some bosses have a tendency to hide information and often fail to share valuable knowledge, while others like to hear themselves talk or will overload with useless information to make them look like experts. Bosses may have a number of these tendencies. It helps to identify the most prevalent so you can base your decisions on what is important to your supervisor.

**Examine when you are most effective.** Determine when you have had the most success or the least resistance. Some toxic bosses respond better to logic, while others prefer strokes of the ego. Some managers won't listen to you until you stand toe to toe with them, while others want a written memo supporting your position. Consider your approach, the words you said and what was appealing to the boss. Discover your boss's hot buttons...what actions are chastised, tolerated and even praised.

**Get some education.** Read a book on dealing with difficult people. Invest in a course on negotiations or conflict resolution. Even if you have to finance the class without help from your company, the expenditure will net you an invaluable return. Don't just hope things will improve; learn what the masters do to map out solutions in challenging situations. Consider hiring a business coach to guide your career and help you strategize your decisions.

**You will have to be the adult.** Rarely does mirroring the problem behavior result in the solution you seek. You will have to remain cool, calm and in control if you expect to survive. Quite possible, your co-workers are experiencing the same immature behavior from your supervisor. Be the adult. Word will get around about who is being professional and who is not.

**Get help.** Some organizations have employee advocates or representatives who will give you guidance and may be able to help you

achieve a transfer. The human resources department may be an oasis in your toxic work desert. See if others have found help with employee programs.

**Decide when you should give up.** There are some bosses and jobs that aren't worth your effort. Often times, these same people have some sort of job security that is not promised to the average worker. For any number of reasons, these people are generally in their positions to stay. In the case of a permanent fixture, pursue several of the options detailed above, but also determine when it is time to give up. Are your boss's actions just annoying or frustrating, or are they potentially harmful? If your answer is the latter, then run, don't walk, to seek another position. No job is worth your safety or your mental well-being. Find another job and then leave. 💰

*Linda Swindling, co-author of The Consultant's Legal Guide, may be contacted through her website at [www.lindaswindling.com](http://www.lindaswindling.com).*

*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!*

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

with Richard Buse



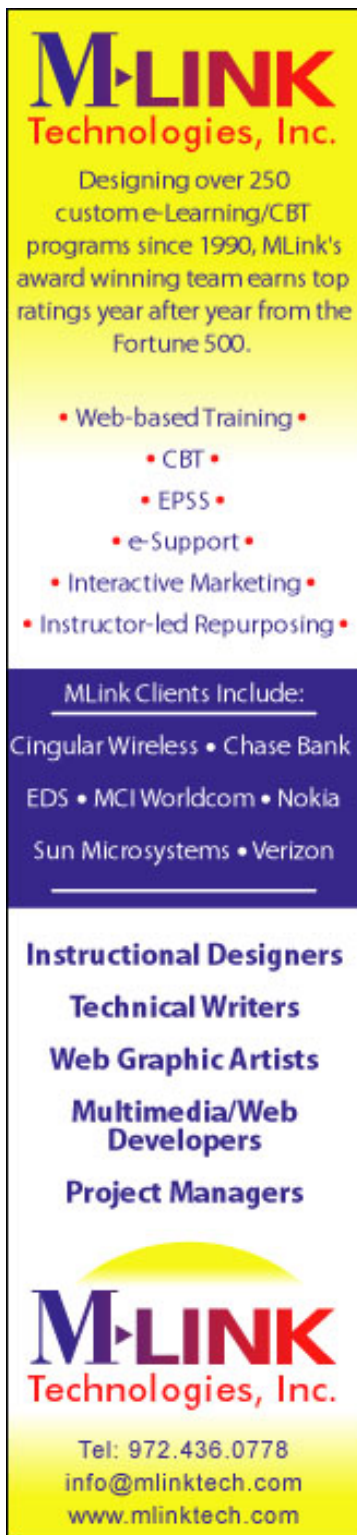
**T**

his month's question is: "*What training techniques do you use when you have a resistant participant in your training session?*"

### **From Lola Tinney:**

The resistant participant is alive and well in adult education. These participants are created from lack of time, lack of interests, lack of self-confidence and from lack of a positive

learning experience from the instructor who taught them before you. So now they sit in front of you, what to do?



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Celebrate, take the challenge, and get ready to use every adult learning skill you have learned and INVOLVE the participant. Today instructors have arsenal of adult learning techniques to help them involve resistant participants. Here are a few I find to be effective.

**The Icebreaker:** Convert the resistant participant before the learning experience begins. As a consultant, I often see this important component of a successful learning activity skipped. Even if participants know each other well, don't skip the icebreaker. Icebreakers set the tone of the learning experience and allow the participants to learn more about each other. In addition, the icebreaker should always relate to the material. As an instructor it is important to remember that icebreakers are not just for fun but are an intricate part of the learning experience. If you want to multiply the number of resistant participants you have, use an icebreaker that can't be applied to the learning objective of the program. Your participants will get the message that this

program is a waste of time.

**Application, Application, Application.** If the golden rule of real-estate is "location" the golden rule of learning is "application." Guide the participant to how the objectives and learning outcomes apply directly to them. If they can't apply it, they can't use it. And no they cannot make the leap from learning to application even if they have a PhD. Set-up activities that help them practice what they have learned.

**Use the Experiential Learning Cycle:** Conquer the resistant participant by providing an effective learning experience. Drop the lecture and transfer the learning to the participants. Here is the four step experienced-based learning cycle I've adapted to my classes from *Processing the Experience* by Luckner and Nadler:

- Create an experience for the learner
- Help the learner reflect on what they have learned
- Lead the participant to understand the impact of the learning
- Be sure the participant leaves with the understanding of how to apply the learning

**Allow for Passive Participation:** Fear can often create the resistant participant. Create a learning environment that is safe. Give participants the opportunity to participate in activities at their own comfort level. If someone feels uncomfortable with the icebreaker, let him or her opt out of the activity or modify the activity to his or her comfort level. Refrain from calling on individuals to answer question, instead seek volunteers and never select victims. It is okay to answer the question yourself sometimes. You may also reduce passive participation, thus assisting the resistant participant, by creating a learning environment that is comfortable. Does your class room scream boring and bland? Add color, candy, markers and toys.

By utilizing a few of the techniques I've mentioned and practicing what you have learned regarding adult learning techniques to involve participants, you can assist the reluctant participant. By involving him or her, you can enjoy the rewards of your chosen profession—helping others learn!

**From Niki Flacks, President, The Bergerac Company:**

We've all experienced it. Your brightest smile plastered on your face, you look at your students and just behind their eyes you read the messages: "Do not disturb." "I'm out'a here." "No time for this." "Been there, done that." "What makes you the expert?"

There are many reasons for resistance to training. Life in the faster-than-ever lane is stressful and time is of the essence. The overriding questions on most participants' minds are, "What's the value to me?" and "Is it worth my time?" If we, as trainers, fail to answer these questions within the first two minutes of a program we run the danger of losing our class before we teach them anything. That's a tall order. How do you do it?

First, you have to think like a salesperson. Your job is to sell value! Think about how you make decisions. Think about how you prioritize your time and weigh various commitments in your personal and business life. You, I and everyone we teach are motivated by needs. First, if we believe we need to learn something, we'll pay attention. Second, if it gives us pleasure and makes us feel good about ourselves we are more likely to hang in, even if it's hard work.

As a trainer you must address those two aspects of human nature from the very first moments of a training program. The traditional way to open a program with learning objectives can be a golden opportunity—if you do it right! The problem is that most learning objectives are written from the organization's point of view and often turn off students before

you've had a chance to WOW them.

Look carefully at the learning objectives for a program that's giving you problems. Ask yourself these questions:

1. Do they sound like they are satisfying senior management's concerns rather than your students'?
2. Do they address any of your students' core concerns?
3. What are the main concerns of your students?
4. Can you piggy-back on those concerns to rethink the objectives?
5. Can you make training objectives based on behaviors you would like your students to learn?
6. Can you write objectives that would really "melt their butter?"

If you begin by creating an atmosphere of enthusiasm about what is to be learned, you are well on your way to watching training resistance melt away. And, you'll have more fun!

Our question for next month is:

*"How do you use the Internet or a company intranet to deliver training programs?"*

Please send your responses to Richard Buse at [busewrites@aol.com](mailto: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 September meeting...

photos courtesy of Patricia Mejia

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



Carl Youngberg (center, back row) and Orientation participants.



Fred Asher (facing camera) is the guest speaker for the OEP SIG.



Jan Moorman (standing), VP Career Development, leads JobNet.



George Hendley introduces the meeting speaker, Keith Ayers.



Keith Ayers presents "Why Won't Our Employees Be Accountable?"



George Hendley thanks Keith Ayers for speaking to our chapter.

## 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>
<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).	Marie Snidow 214-368-4821 <a href="mailto:msnidow@yahoo.com">msnidow@yahoo.com</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>
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>
<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>
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. Contact the SIG leaders for locations.	Patricia Mejia 214-706-1853 <a href="mailto:patricia.mejia@heart.org">patricia.mejia@heart.org</a>  Mary Anne Wihbey 972-715-2678 <a href="mailto:webekool2@aol.com">webekool2@aol.com</a>
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>
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>

## Dallas ASTD Calendar

October 2002



Monday	Tuesday	Wednesday	Thursday	Friday
	1	2 <a href="#">Facilitate With Style SIG</a>	3	4
7	8	9	10 <a href="#">Meeting</a> reservations due	11 October <a href="#">newsletter</a> <a href="#">submissions</a> due
14	15 <a href="#">Chapter Meeting</a>	16	17	18
21	22	23	24	25
28	29	30	31	

## Advertising Rates

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 advertisements is the **second Friday** of each month. Advertisements received by the deadline will be placed in the following month's newsletter.

All advertisements must be provided in the form of **JPEG, GIF, TIFF, or BMP** electronic files (for the PC) at 72 dpi. Advertising rates and sizes are shown below. Scroll down for sample advertising sizes.

Size (see below)	(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

## Sample Ad Sizes:

**"Full column"**

width: 2 1/4 inches  
162 pixels

height: 9 3/4 inches  
702 pixels

resolution: 72 dpi

**"Half column"**

width: 2 1/4 inches  
162 pixels

height: 4 7/8 inches  
351 pixels

resolution: 72 dpi

**"Quarter column"**

width: 2 1/4 inches  
162 pixels

height: 2 1/2 inches  
180 pixels

resolution: 72 dpi

**Leadership Team**

	<p><b>President/Chairman</b>  <i>Bob Livingston</i>  214.236.6826  <a href="mailto:blivingston@narrativelearning.com">blivingston@narrativelearning.com</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>photo  unavailable</p>	<p><b>Director</b>  <i>Judith Wilson</i>  972.509.2022  <a href="mailto:judith.a.wilson@communitycredit.org">judith.a.wilson@communitycredit.org</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@seachangeptrs.com">eweeman@seachangeptrs.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>Elizabeth Bogard</i>  214.542.2192  <a href="mailto:ekjco@wt.net">ekjco@wt.net</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>
	<p><b>VP Programs</b>  <i>Deborah Avrin</i>  972.991.4737 ext. 350  <a href="mailto:avrin@wans.net">avrin@wans.net</a></p>		<p><b>VP SIG's</b>  <i>Patricia Mejia</i>  214.706.1853  <a href="mailto:patricia.mejia@heart.org">patricia.mejia@heart.org</a></p>
	<p><b>VP Technology</b>  <i>Scott Stein</i>  817.238.9104  <a href="mailto:scottcs@hotmail.com">scottcs@hotmail.com</a></p>		<p><b>Chapter Manager</b>  <i>John Swinburn</i>  972.755.0956  <a href="mailto:John@dallasastd.org">John@dallasastd.org</a></p>