MEMPHIS CHAPTER
ASTD
WORKPLACE LEARNING & PERFORMANCE

Memphis Chapter

The
FlipChart
May 2011

Message from the President

Start Smart ... Finish Strong!

Greetings Fellow ASTD Memphis Members,

I would like to congratulate our new Social Networking Chair, Sara Beth Larson. Sara Beth is no stranger to the world of social networking. Look for chapter happenings, events, and information via LinkedIn, Facebook, and Twitter. The best way to get the most out of your membership is to get involved. If you have any ideas or interests, please feel free to share them with me at **president@astdmemphis.org**.

I hope you attended and enjoyed last month's luncheon "Training is Not the Answer" with Bill Stetar. This month's professional development luncheon will be May 10 with Trey Martindale from the University of Memphis presenting "The E-Learning Network". Visit our website at **www.astdmemphis.org** for more information.

Remember we have a CPLP study group lead and hosted by our own Leonard Cochran and Steven Aronson. This is your opportunity to get those much needed credentials in the area of Learning and Performance. For more information send an email to **programs@astdmemphis.org**.

The ASTD 2011 International Conference & Exposition is May 22- 25 in Orlando, FL. If you are a member of ASTD National or a student you get to attend at a discounted rate. Remember to use our chapter code CH-4110 to make sure we take advantage of incentives for our chapter. Please check the ASTD website at **www.astd.org** for more information.

ASTD Memphis will be unveiling a new website this month. Please make sure we have your most up to date information. You can update your profile from our website. If you have trouble accessing the site, please notify **membership@astdmemphis.org**.

Start Smart . . . Finish Strong!

Debra Bennett
Chapter President

Memphis Chapter

Upcoming Events

CPLP Study Group

Group Leader:	Leonard Cochran
Dates:	April 11th – September 26th (2nd and 4th Mondays)
Time:	5:15 p.m. – 6:30 p.m.

There are 13 study sessions to prepare ASTD members studying for the CPLP exam. In this session, the CPLP Study Group will explore methods and techniques for delivering training. This will be a facilitator lead presentation and discussion designed to prepare the participant for the CPLP exam. Due to security at the training facility, participants must preregister for this event. There is a onetime cost to attend all of the study sessions. If you have already registered and paid in the past, there is no need to reregister.

Contact Steven Aronson at 628-3707 for details.

May 10th - The E-Learning Network

Date: Tuesday May 10, 2011

Presenter: Dr. Trey Martindale, University of Memphis

Location: Holiday Inn Select Hotel
5795 Poplar Avenue
Memphis, Tennessee 38119

Time: 11:30 a.m. - 1:00 p.m.

Dr. Trey Martindale will talk about the current courses and degree plans of the Instructional Design and Technology program at the University of Memphis and how they apply to learning professionals. He will discuss areas of faculty expertise and research, and highlight two initiatives:

1. The E-learning Network: a collection of learning and development professionals in the Memphis area who meet monthly for a free presentation and discussion on a topic related to e-learning. More information at http://eln.teachable.org.

2. The IDT Studio: a not-for-profit instructional design and consulting service run by advanced IDT graduate students at the University of Memphis. More information at http://idtstudio.org.

Memphis Chapter

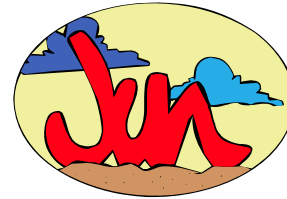## June 14th - The Art of Storyboarding

Date: Tuesday June 14, 2011

Presenter: Kevin Thorn, AutoZone

Location: Holiday Inn Select Hotel
              5795 Poplar Avenue
              Memphis, Tennessee 38119

Time: 11:30 a.m. - 1:00 p.m.

Applying storyboarding to e-Learning always seems to cause a debate about the best approaches and methods, because each person's workflow is different. There is no real standard & and there shouldn't be. Storyboarding is, and should remain, flexible and fluid depending on the project. The problem is how to use and implement the tools, templates, and methods to get the best results out of your storyboarding efforts. This session will discuss storyboarding from a more visual and artistic approach, and demonstrate various tools including MS Word, MS PowerPoint, and custom Storyboarding applications used in the film and animation industries.

Quote for the Month

"Open leadership is having the confidence and humility to give up the need to be in control while inspiring commitment from people to accomplish goals"

Charlene Li

Welcome New and Renewal Members

On behalf of the chapter, we want to express our thanks to the people who either joined or renewed their membership during April 2011.

NEW	RENEWAL
Linda Heitzman *Manager Sales Training* *FedEx*	**Bill Burtch**, *SPHR ACC* *President/Executive Coach* *Harmony Coaching & Consulting*
Posey Cochrane *Methodist Le Bonheur Healthcare* *Coordinator Support Services*	*Katherine Medlock* *Recruiter* *Bethel University*
Dwight Quarles *Manager of Sales Development* *FedEx*	**Danita Brassel** *Training Coordinator* *U of TN - Health Science Center*
	David Patten *Chief Training Branch*

Thank you
for being an
ASTD Member!

Meet one of our Active Members

Sylvia Joure, PhD

Dr. Joure is a board certified Organizational and Industrial Psychologist. She began her career as an Assistant Professor of Management and Psychology at the University of Arkansas and as a consultant for Frye, Timmons and Associates. She later became a partner and then President of Frye/Joure and Associates. She worked with small entrepreneurial and large multinational organizations in her consulting career. Her assignments included organizational and talent development, training, assessments, coaching, succession planning and talent alignment, survey and test development, validation of selection processes, performance management systems and expert witness testimony in court cases.

Dr. Joure also assisted clients in Human Resource areas such as serving as HR Manager, facilities staffing, executive and professional search, development of policies, procedures, employee handbooks, job description, and selection standards, etc. To follow projects through to completion Dr. Joure accepted an "internal" position and became of Director of Human Resources for New Weds Foods in Chicago, IL and managed both corporate and plant HR processes for its national and international facilities for four years. In August 2009, Dr. Joure began work as a Training and Development Specialist in Talent Management with the specific responsibility of coordination of the Managerial Executive Development. Since being with MLGW she conducted a supervisory needs analysis and developed and facilitated two new, responsive programs for the School of Leadership: "Employee Engagement" and "How to Understand and Deal with a Multigenerational Workforce".

Good Books/Readings for Learning Professionals!
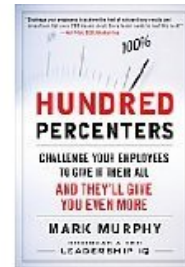
Hundred Percenters
Author: Mark Murphy
Book Review by: Bill Burtch, SPHR, ACC

Mark Murphy, in his book Hundred Percenters, aims to challenge the notion that a happy employee is a motivated and productive employee. In his research of 500,000 employees and leaders, 72% say they aren't giving 100%.

So, how do we get the best, 100%, out of employees on a regular basis? Moreover, how do you become a 100% Leader? One key concept I found provocative was the idea of setting **HARD** goals. In the book, the idea of SMART goals (Specific, Measurable, Achievable, Realistic and Time bound) are said to be limiting and safe. Instead, he makes an argument for leaders to challenge their employees by cooperatively setting **HARD** goals…goals that challenge the employee to reach further, be innovative, and gain new KSA's. I found this to be a very intriguing concept and it resonated with me.

Mark uses **HARD** as an acronym saying that goals that help create "Hundred Percenters" are:

H **Heartfelt** – they exist to serve something bigger…Heartfelt goals are noble goals and serve something bigger and more important than just putting money in yours or the company's pocket. They enhance the lives of someone besides me – customers, the community, etc.

A **Animated** – they're so vividly described and presented that not reaching them would leave us wanting…You can create a picture in the minds eye of the outcome and you can vividly feel how great it will be to achieve the goal.

R **Required** – they're as critical to our continued existence as breath and water…The goal is critical to the success of the department, company, etc.

D **Difficult** – They're so hard they'll test every one of our limits…I will have to learn new skills and leave my comfort zone to achieve the goal.

Setting **HARD** goals may not make you the most popular leader. It can help you be a more inspirational and motivating…a 100% Leader. Being a 100% Leader means working to keep employees in the Hundred Percenter zone. Setting **HARD** goals is only one of the key concepts described in the book in order to be a 100% Leader. Others include how to deal swiftly with toxic employees, eliminating demotivators, creating accountability with constructive feedback and much more.

Mark's concepts reinforced some practices for me while challenging others with provocative new models to make me a better leader and coach. I've already started using some of these models in my own work with my employees and with my clients.

It's a quick read and well worth your time.

If you would like to share with our ASTD Chapter members a good book summary and/or an article, please send us an email to newsletter@astdmemphis.org. Your knowledge and expertise are greatly appreciated.

You Should Have Been There! – March's Luncheon Summary

Training is Not Always the Answer
Presenter: Bill Stetar, HPT Lead Consultant
University of Tennessee Center for Industrial Services

Review written by Bill Stetar

It's a scene often repeated. A manager or a HR specialist sits down with a training provider, perhaps a representative from a local college or a sales person from a commercial training firm. The two hash out a schedule, and a department training plan gets mapped out over lunch.

OK. Maybe the training needs analysis doesn't happen exactly like that. The scenario may be exaggerated—but only slightly. One thing is certain: the approach is way off the mark. It's not a needs analysis; it's a wants analysis.

First and foremost, employers want employees who perform well, not necessarily well-trained employees. That may sound like heresy coming from someone in higher education, but training is just one way to attain desired performance. It's not the only way. Until you quantify and define expectations—in terms of performance—you won't be able to choose effective training or non-training responses. You won't be able to specify true needs, and you really won't be helping your employer or customer solve problems.

You've heard the saying, "***to a man with a hammer, everything looks like a nail***." Likewise, a needs analysis conducted with a training bias typically confirms what one started out to prove: training is needed. So the first step is to drop the word "training" from the phrase "training needs analysis."

A needs analysis examines the current state of performance and defines the desired state of performance. In a needs analysis, the "wants" are the desired outcomes. What do you want to see or have happening? The gap between the desired and current state characterizes needs.

A number of tools exist that can help facilitate the needs analysis process while helping the customer or your employer better understand the limitations of attempting to use training to resolve "won't do" instead of "can't do" situations.

Author's note: Hands down, manufacturing has a lock on cool business jargon. Sensei, muda, hoshin, kaizen, and kanban are just a few Japanese terms commonly used in manufacturing facilities throughout the world. Not to be outcooled, we're offering two new words that will have special application for the training and development field: tinata *and* tintoa. *To learn more how these terms can be advantageous to training and development professionals, visit* www.tinata.net *or* www.tintoa.com.

TINATA — TINTOA

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