
Message from the President

Start Smart ... Finish Strong!



Greetings,

I want to wish everyone a safe and Happy Thanksgiving! This year is almost over and I hope you are looking forward to 2012. I look forward to seeing each of you at the December Holiday Social. The December Social will be held at the Hyatt Place Wolfchase on December 13, 2011 from 6:00 p.m. to 8:30 p.m. Please register in our website www.astdmemphis.org.

Start Smart . . . Finish Strong!

Debra Bennett
ASTD Memphis
Chapter President

It's Election Time!

The ASTD Memphis Chapter will hold 2012 elections Tuesday, November 8, 2011 for the Board of Directors. In addition, a special election will be held during this time to re-elect the current President for another term. In October, you were asked to submit names for the ballot. At the meeting, the floor will be opened to make nominations at this time as well.

The nominees for the 2012 ballot are as follows:

- President - Debra Bennett
- President-Elect (serve as 2013 President) - Steven Aronson
- VP of Finance - Steven Aronson
- VP of Communications - Tim Flesner

For a detail description of each board position, visit our website at www.astdmemphis.org.

Thank you for your continued support of ASTD Memphis!

Upcoming Events

November 8th – The Death of the Single Learning Event ... It's About Time!

Date: Tuesday, November 8, 2011

Presenter: Dr. Kevin C. Moore
Tier 1 Performance Solutions

Location: Holiday Inn – University of Memphis
3700 Central Avenue, Memphis, TN 38111

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



For many years the single learning event (1 hour, 3 hour, 1 day, 6 week) was a mainstay for organizations to pass along knowledge. In today's fast paced, and scheduled world, it is hard to fill classrooms (virtual or instructor-led) so the question remains: What should we do? Well, the answer isn't to "let'em figure it out" as that is pretty inefficient and the four interactions of learning still apply for learners... but how do we pass along the knowledge effectively and efficiently? In this discussion Kevin will explain why and how to think about the design of learning that moves us toward creating Personal Learning Environments (PLE's) that are powerful and significantly more effective than the single learning event.

December 13th - Winter Wonderland Auction

Date: Tuesday, December 13, 2011

Location: Hyatt Place Memphis/Wolfchase Galleria,
7905 Giacosa Place, Memphis, TN 38133

Time: 6:00 p.m. – 8:30 p.m.



This is our traditional social gathering where we hold our Bucks Auction. Lots of fun for everyone and no one goes home empty-handed. You help make this event a success year after year by contributing one or more items on which your fellow ASTD members can bid. This is an excellent way to help show case your interests personally and professionally as well as products or services on behalf of your company, vendors, clients, etc. Please consider making a donation to this year's auction by bringing your items to our ASTD monthly meeting. Any board member or auction committee member will be happy to take your donation.

Please contact Tiereny Tunstall, our Auction Committee chair, regarding questions or donations @ 901-379-1670.



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 October 2011.

RENEWAL

Mary Johnson
Facilitator, Walmart

Randy Ables
Cargill

Lindsey Roberts
Executive Recruiter, Vaco, LLC

Laura Freeman
VP Organization Development
ServiceMaster

Lisa Baker
Development Specialist
Methodist Le Bonheur Healthcare

Steven Aronson
Training Coordinator, FedEx Express

Ed Schwartz
President, Mic's Place Inc.

Sylvia Joure, PhD.
Training Development Specialist III
Memphis Light Gas and Water Division

Tamera Beaty
Barnhart Crane & Rigging

Pam Kopchak
Baptist Memorial Health Care Corporation

Gail Spragins
Director, Organizational Development
Methodist Le Bonheur Healthcare

NEW

Jennifer Allen
Training Consultant
American Home Shield

Nhung Hurst
Leadership Development Specialist
Youth Villages

Peggy Kennedy
Facilitator, Talent Development
Walmart

Angel Martin
HR Manager
Trumbull Laboratories

Melissa McDermott
Training Supervisor
ASICS

**Thank you
for being an
ASTD member!**

Meet one of our Active Members

Lisa Baker, MS, SPHR

Lisa is a Development Specialist in Organizational Development at Methodist Le Bonheur Healthcare. Responsible for several Leadership courses, Lisa develops and facilitates Leading the Quest classes as well as training in other soft skills. New to this role at Methodist, Lisa was most recently an Instructional Designer in Clinical Education Services, and she served as a trainer at ALSAC/St. Jude Children's Research Hospital for seven years prior to coming to Methodist.



Lisa's areas of interest include Customer Service, Communication, and Emotional Intelligence. She is a qualified MBTI practitioner, a development coach, and her certifications include Lominger's VOICES 360 Feedback instrument and their competency model, Leadership Architect. She is also a facilitator of Situational Leadership II and plans to complete DiSC certification this Fall.

Active in the Memphis learning community, Lisa is a former ASTD Memphis board member (2010) and served as a mentor in the Memphis Institute for Leadership Education (MILE) in 2008/2009. She has been a member of ASTD National since 2003 and joined SHRM in 2009 when she decided to achieve the SPHR certification.

A graduate of the University of Tennessee, Lisa has a Master's degree in Library Science and was a librarian at both Christian Brothers University and Vanderbilt University. She holds a Bachelor's degree in English Education, and her first post-college job was teaching English and reading to seventh-graders, a very different experience from corporate training!

Lisa is a native of Knoxville, Tennessee, and is an avid fan of the University of Tennessee Volunteers. She loves to read, see movies, entertain friends at home, and hang out with her five feline children. She is a member of Holy Communion Episcopal Church and enjoys reading about and following all things spiritual.

Good Readings for Learning Professionals!

Marcus Buckingham

Founder and CEO, TMBC (The Marcus Buckingham Company)
Los Angeles, California

Marcus Buckingham, bestselling author and renowned speaker, is credited with pioneering the research-based “Strengths Revolution,” which promotes playing to people’s strongest skills rather than attempting to improve their weaknesses to increase effectiveness and productivity.



Buckingham’s books include *First, Break All the Rules* (co-authored with Curt Coffman, 1999); *Now, Discover Your Strengths* (co-authored with Donald O. Clifton, 2001); and *Go Put Your Strengths to Work* (2007). Buckingham holds a master’s degree in social and political science from Cambridge University and has been featured in the *Wall Street Journal*, *Harvard Business Review*, and *Fortune*.

Q| You are originally from England. What brought you to the United States?

I came to the United States to work for a company called Selection Research Inc., [it later became Gallup], which was in the business of building selection interviews to select the best in a role. My father was in charge of selecting and developing managers for about 7,000 pubs, and he had brought Selection Research over to build an interview for selecting pub managers. I was fascinated by this idea that you could build interviews to measure this thing called “talent.” So after I finished university, I went to work for Selection Research in the fall of 1987.

Q| In your opinion, what are some of the misconceptions about employee engagement?

There are a couple of misconceptions. One, that employee engagement is something a company can fix. In the end, it isn’t. It varies so massively by manager—a company can create the conditions in which a manager can engage. But it’s really the manager—you get engaged with a manager, you don’t get engaged with a company.

Then I think there’s a misconception of what drives engagement. We know from extensive research that there are three questions that explain about 94 to 95 percent of the variance of every other engagement question you can ask: “Do I know what’s expected from me at work? Do I have a chance to do what I do best every day? And are my co-workers committed to quality work?” Those are the three consistent drivers of employee engagement, which really means that an employee is saying to herself in any company, “Focus me, know me, and surround me with like-valued people, and I’ll be engaged.”

Now you can add on to that—other things about mission and purpose, growth and development, reward and recognition, and relationships and stuff—but if you blow it on any of those three, everything else you do after that is diminished. Of course, the first point is that the manager is a huge influence on whether a person feels as though those three needs are being met.



Good Readings for Learning Professionals!

Q| What is the one change you'd like to see in today's approach to workplace learning and development?

The one change I'd like to see is an understanding that the first question to ask is, "Who's the learner?" You have to start with where the person is, and from that comes an understanding, not only of what they need to learn, but how they need to learn and when they need to learn it.

We're beginning to get there. We're moving toward more customization, but we need to make that an essential premise of any sort of training, learning, or development. And of course an extension of that is that you will learn most, you will grow most, develop most in the areas where you have already shown some sort of natural advantage. This whole idea that you grow most in the areas where you are already strong seems obvious when you first say it, and yet the more you look at it the more you realize that it's quite countercultural—after all, most companies label weaknesses "areas of opportunity" or "areas for development" as though a person's greatest opportunities for development lie in their weaknesses, not their strengths.

We need to change our language—a person's strengths are their "areas of greatest opportunities for development." And we need to change our concepts. Organizations must always be thinking about ROI—where do we get the best return on our learning investment? The answer to this question must involve the word "strengths," since strengths are a multiplier of learning.

Photo by The Photo Group

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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.

Quote for the Month

A graphic consisting of two overlapping, light green, arrow-like shapes pointing to the right. The top shape is slightly larger and overlaps the bottom one. The quote is centered within this graphic.

*"Life isn't about waiting for the storm to pass,
it's about learning to dance in the rain!"*

You Should Have Been There! – October's Event Summary

HR & Training Professionals as Internal Coaches

Presenter: Jon Veazey, Partner, Leadership Coaching & Consulting

Review written by Verlinda J. Henning, SPHR, SHRM-Memphis Community Relations Chair

The joint meeting of SHRM-Memphis & the Memphis Chapter of the ASTD featured Jon Veazey, of Developing Leadership, who delivered an informative, challenging and empowering presentation about how HR & Training professionals can serve as internal coaches, benefiting the employees, the organization and themselves.

Veazey began by differentiating between the concepts of managing, training, mentoring and coaching, reminding us that even among professionals these areas are often confused. **Managing** is making sure people do what they know, **training** is teaching people to do what they don't know how to do, **mentoring** is showing people how really good practitioners do what they do, while **coaching** is identifying skills and capabilities within individuals and enabling them to use those skills and capabilities to the best of their ability.

Internal coaching, which is the role that HR & Training professionals would play in organizations, involves a 1-on-1 dedicated relationship between the coach and the employee. The coach is typically a colleague of the individual being coached who is trusted to shape and deliver programs that will yield individual performance growth.

While internal coaching is valuable to both the employee and the organization, it does not come without challenges, including: the confusion (as Veazey stated earlier) with concepts such as mentoring, consulting, advising or teaching; limited time available for coaching; unclear boundaries; confidentiality; trust; conflicts of interest; multiple relationship contexts; objectivity and political issues. To overcome these challenges, Veazey emphasized the importance of clear roles and boundaries in the coaching relationship; getting support from the larger organization; determining the types of issues which will be addressed, and matching clients and coaches carefully.

Internal coaching offers many benefits to the organization such as, cost-effectiveness; an understanding of the business structures/processes/organizational culture; creating better managers/leaders and coaches; promoting a coaching culture and creating greater consistency.

Given the prominence of coaching in today's business culture (used by up to 40% of Fortune 500 organizations), HR and Training Professionals and their organizations would do well to consider how coaching could help the organization to improve performance, customer service and profitability.