
Message from the President

Take it to the Next Level!

Greetings Fellow ASTD Members!

I hope everyone had a happy and safe 4th of July. It's officially summer and time for enjoying some family time. Your ASTD Memphis board is taking the summer session off and will resume board meetings in September. Monthly luncheons and networking events will continue as usual. Please check the website www.astdmemphis.org for event dates and registration.

Have a safe and happy summer!

Take It to the Next Level!

Debra M Bennett
ASTD Memphis
Chapter President



Quote for the Month

*“At 211 degrees, water is **hot**. At 212 degrees, it **boils**.*

*And with boiling water, comes **steam** ... and with steam, you can **power a train**.*

Just one extra degree makes all the difference.”

Sam Parker

Upcoming Events

July 10th – Jon Veazey, Coaching Tools for Trainers

Date: Tuesday, July 10, 2012

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

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



Register now to hear Jon share some helpful **Coaching Tools for Trainers**. Jon has over 20 years of practical, broad-based leadership and consulting experience and he helped many organizations, from sole proprietorships to Fortune 50 companies, achieve their performance goals. Jon understands that people are at the heart of everything an organization does and that individual performance is directly related to bottom line profitability.

Prior to co-founding Leadership Coaching & Consulting, Jon was a Change Management Consultant for a Big Five Consulting firm and a Continuous Improvement Manager for a Fortune 30 company.

August 14th – Becky Atkeinson, FedEx - So What's Next For You?

Date: Tuesday, August 14, 2012

Presenter: Becky Atkeinson, FedEx

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

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

Becky Atkeinson is the Staff Director of Executive Development/HR Initiatives for FedEx Corporation located in Memphis, Tennessee where she is primarily responsible for the development and implementation of an enterprise-wide talent management strategy for building bench strength and succession plans at the Officer level.

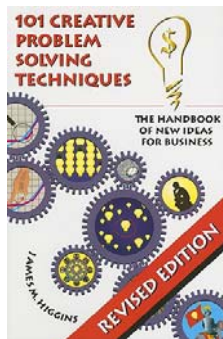
So what's next for you? Given the pace of change in today's world, settling into a single role for a long period of time has more and more become the exception vs. the rule. The external landscape continues to shift, meaning new priorities for businesses, new demands of the workforce, and new opportunities for growth on an individual level. During her presentation, "So What's Next for You?," Becky Atkeinson, Staff Director, Executive Development/HR Initiatives at FedEx Corporation, will share insight on how to figure out "what's next for you," and how to focus development to stay relevant to the needs of today's world of work.

Upcoming Events

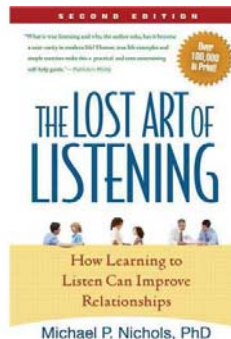
Master Mind Group

Tuesday, July 31, 5:30 - 7:00 p.m.

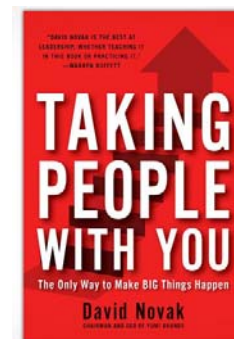
Reading Selection (Choose one or all three):



101 Creative Problem Solving Techniques
by James M. Higgins



The Lost Art of Listening
by Michael P. Nichols



Taking People with You: The Only Way To Make BIG Things Happen
by David Novak

Where: Amerigo's Restaurant, 1239 Ridgeway Rd.

When: Tuesday, July 31, 5:30 -7:00 p.m.

Register at www.astdmemphis.org by Monday, July 30. (No charge for this event.)

101 Creative Problem Solving Techniques, by James M. Higgins. Training often involves solving problems. The book *101 Creative Problem Solving Techniques* was recommended by John Bachmann the ASTD-Memphis speaker at our April meeting. This book is organized as 101 separate techniques and make it easy to pick and choose what will work in your situation.

The Lost Art of Listening has been recommended as one of the best books on listening that there is. Because those in training and development must listen to a wide audience in order to correctly diagnose the problem in order to design appropriate training and then because those in the training program will benefit from doing an effective job of listening during the training, this book will be helpful on several levels.

Taking People with You: The Only Way To Make BIG Things Happen by David Novak of Yum! Brands explores what it takes to really make change occur. In this book, he shares leadership strategies, as well as a sequential approach for making things happen.



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 June 2012.

NEW

RENEWAL

Patti Cherry
VP of H.R. Services
HROPartners



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Meet one of our Active Members

Crystal Crutcher

Crystal is a Managing Consultant at Altarum Institute, an Ann Arbor, MI-based company that has offices in Washington, DC and Alexandria, VA. Crystal has over 8 years of experience conducting training needs analysis, designing, delivering, and evaluating training programs. Crystal's current project work includes managing a workforce development contract with the Veterans Health Administration (VHA) anticipated to impact over 3,000 staff. In addition, Crystal supported the design, development, and evaluation of new national training materials for instructor-led training and eLearning programs for the VHA.



Prior to Altarum, Crystal worked at Ernst and Young, LLP providing interim management support and consulting services for clients in the areas of patient registration and patient billing. Crystal also served as a client trainer during her tenure at The Advisory Board Company. In her role at The Advisory Board, Crystal provided instructor-led training to hospital employees at more than 25 hospitals on customer service and best practices in patient registration and patient billing processes. In addition, Crystal developed post-training assessment tools to evaluate performance, skill, and knowledge of personnel post training.

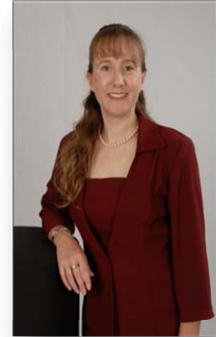
Crystal earned her master's in healthcare administration from The University of North Carolina at Chapel Hill and obtained her bachelor's degree in economics from Georgetown University. In addition, Crystal earned graduate certificates in training and development and community college teaching, both from North Carolina State University's distance education program. Crystal is a certified Project Management Professional (PMP) through the Project Management Institute and is a Certified Healthcare Financial Professional (CHFP) through the Healthcare Financial Management Association.

Crystal moved in June to Memphis from the Washington, DC area to be closer to her parents who are native Memphian's. An Army Brat, Crystal enjoys gardening, creating mosaic crafts, and taking her 4-year old black Lab, Nigel, to Shelby Farms for a run (ok Nigel runs, Crystal walks!).

Good Readings for Learning Professionals!

Getting Things Done

- Do you manage your own time well?
- Do you manage another's performance successfully?
- Do you finish projects or is the last 10% a struggle?
- Is there just too much going on to maintain your focus?



Commitment and Confidence

With demands from so many different directions, it may seem impossible to stay a course of action and finish anything. New projects, different priorities and demanding individuals may continually pull you in new directions.

Create the Plan

Typically, even the most organized people fail to plan when they are overwhelmed with the amount they must do. However, if you invest the time to plan, two important things happen. You test against reality. The target date is three weeks from now. In order to make that happen, we break the project into bite-size steps. We determine that in order to meet our deadline, we need to complete three steps of the process each week. Each step takes 10 hours. Given our other commitments, we test whether or not we do or do not see time to schedule 30 hours each week for this project. When scheduling the three 10-hour steps, take into account the typical interruptions, emergencies and schedule changes that routinely happen. Do not ignore your history, or expect history to not repeat itself unless you've made significant changes of some sort.

Test your "If...then's." Look at the people involved in the process, the obstacles you expect, the variables that are most ambiguous, and the probable outcomes at each step of the process. For example, every time you interact with Bradley, he gives you the information you need, but then thinks about it for a few days, and comes back to you with additional valuable and correct data that is important and must be considered. You know this will take him two or three days from the date of the original conversation. So, plan for it in the schedule. "If Bradley is involved, then his input will arrive over three days time."

There may be multiple "If...then's" in each step of the process. When you know they may or will occur, take them into consideration both in your planning and in your reality checks.

Commit to the Plan

When obstacles come into the picture, don't be surprised; have a course of action discussed by your project team ahead of time, "When [obstacle] occurs, we will [course of action]." You cannot think of everything, but you can think of a lot of the problems that reoccur. A majority of issues that occur in any company have occurred at a point in the past in one form or another. Pay attention to those patterns, plan for them, and commit to moving through them, staying focused on the plan to which you have committed.



Good Readings for Learning Professionals!

Confidence

The main obstacle to getting things done is often not the processes, obstacles or situational factors. It is the way the people react to what happens. Confidence is not an egotistical reaction that ignores reality. It is a determination and perseverance that we can and we will get it done. It is not a conversation of if we can, but how we will. There are plenty of excuses why things do not get done, do not get done completely or do not get done to the level of quality they could have. The fact is that most of us, given our workload, will accept one of those excuses and let a project stop short of its potential.

What are you working on right now that you are ready to give up on?

For what project do you need to create a plan?

For much, much more on how to use the Opportunity Spaces of the day well, you can read Bridget's book, [Opportunity Space](#) available at www.BridgetDiCello.com and at Davis Kidd Booksellers. Using this space well can have a tremendous impact on your personal and professional happiness and success. Bridget is also available to speak to your organization about this and many other topics. Bridget@BridgetDiCello.com or (901) 628-3207.

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! – June’s Luncheon Summary

Kimo Kippen, CLO, Hilton Worldwide**Review written by Ayn Maddox**

June Chapter meeting attendees were given a rare “view from the top” of corporate culture change with a presentation by Kimo Kippen, Chief Learning Officer, Hilton Worldwide. Kimo is an unabashed ASTD advocate. Citing a very positive association over the years, ASTD has provided him with a “home” throughout his career. Kimo continues to be active with the DC chapter. Being a Catholic University of America professor keeps him grounded in the question, “How do we influence and provide learning to help people be more productive?” Kimo’s concerns about getting education where it needs to be and raising the skill level of Americans fueled his work on the ASTD National Public Policy Committee. Over 30% of attendees of the recent ASTD International Conference came from out of the U.S., showing the global impact of the organization. ASTD is in over 50 countries and most everyone is dealing with the same types of challenges, pressures and issues.



Kimo “came up through the ranks” at Marriott International, holding a wide variety of positions at various levels and joined Hilton Worldwide approximately two years ago. He says he now has his dream job. Conrad Hilton started Hilton Hotels in Cisco, TX in 1919 with the purchase of the first hotel. Hilton has produced many first – among them Hilton was the first U.S. coast-to-coast and international hotel chain, the first to develop the concept of franchising hotels, and launched the first airport hotel, among many others.

From humble beginnings, the company grew into the impressive Hilton Worldwide, the largest hotel company in the U.S. based on total number of rooms. Hilton has hotels in key locations in gateway cities across the U.S. – a strategy established early on that has been a key to company success. The recent move of the corporate headquarters from Beverly Hills, CA to McLean, VA was significant as the DC area is becoming a Mecca for the hotel industry. In 2006, the company’s international and U.S. brands came together for the first time in 40 years, and the following year The Blackstone Group purchased the company.

Conrad Hilton’s vision was “To fill the world with the light and warmth of hospitality.” This is an inspiring goal for the entire leadership team, a group which has changed dramatically in recent years. Now, senior leadership is young (all 51 years of age or less), dynamic, and

You Should Have Been There! – June’s Luncheon Summary

committed to bringing alignment to all aspects of the worldwide organization, especially with regard to transforming learning and from the Organizational Development perspective. Hilton Worldwide’s brands had behaved independently and now the focus is on partnering within the business to think more strategically. Programs and processes are developed centrally and then branded before implementation. Hilton Worldwide University was launched two years ago with five colleges that focus on key areas of the company’s business. Learning professionals concentrate on translating business strategies into learning requirements. Everything is linked to competencies across the organization. Learning Councils from the business partner groups meet quarterly to advise the University staff to ensure that what is being taught is on target to meet real and present needs. Learning is at the table as all corporate strategies are developed so that every strategy is supported from the ground up.

When Hilton Worldwide University was launched, one primary focus was on developing leadership. Even Wall Street knows that it is all about training your leaders. Another main focus has been on cultural sensitivity – what works regionally around the world – and making sure that local cultures are incorporated into everything that is done. The goal was to become a Center of Excellence and the University looks to partner with great learning providers to bring the best state-of-the-art instructional design and eLearning capabilities to every level of the organization. Kimo wants the right mix of internal and external talent and everyone concentrates on metrics to tell them how they are doing.

A very important aspect remains developing his team members. For example Hilton Worldwide had partnered with Owl’s Ledge to help team members prepare for their CPLP Certification, which several of their learning professionals have completed recently. They have gotten executive support and sponsorship with the CEO talking at Town Hall meetings about the learning function helping to create culture change within the organization. Kimo emphasizes that performance is about resilience. “Change is a marathon, not a sprint.” It truly takes a village to take learning in an organization to the next level. Yes, Kimo does want change to happen faster, however, with that, he says, you must also take time to appreciate what you’ve got. With a firm hold on the four key elements of strategy, structure, people, systems and processes, everything that they do at Hilton Worldwide University stays scalable and repeatable and the move toward the desired future state stays in the forefront of everything that is done.

For more information about Hilton Worldwide visit www.HiltonWorldwide.com

For more information about Owl’s Ledge CPLP training visit www.CPLPcoach.com