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*Message from the President*

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## Springtime

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Spring is in the air and that means two things: The pollen count will be unbearable for many of us, and it also means that it's time for the National ASTD International Conference and Exposition (ICE).

I won't spend time talking about the pollen because you've likely already heard your fair share about that topic. I want to talk just a little about ICE.

Each year thousands of learning professionals converge into the selected city of the year and gather to hear key note speakers, attend workshop sessions, and to attend the expo to see what new tools, technology, and toys are available for learning.

The conference has over 9,000 attendees, with over 300 sessions (many that run concurrently) and about 30% of the attendees are from other countries. (Many of the sessions have live translation.)

I will be attending the event as a representative of our chapter so I'll have opportunity to meet with other chapter leaders that attend the conference. There are also special networking events planned for ASTD Forum members, International members, and CPLP holders.

This year I will also be participating as a panelist in one of the sessions in the Sales Enablement learning track along with three other authors who contributed to a book that I was honored to write a chapter. (The book [The Art of Modern Sales Management](#) was released by ASTD Press earlier this year.) Our session is called "Sales Managers Wear too Many Hats: Improving Sales Performance".

If you have not had the opportunity to attend ICE, I strongly encourage you make the pilgrimage one day. I think you will enjoy it! If you're digging into your own pockets to attend, you may want to consider purchasing a day pass or just a ticket to the Expo floor. It will be easier on your wallet and you'll still have opportunity to network with other learning professionals and it's a great way to get a feel for current trends.

I will share a few insights from the event with you at our **May Munch and Mingle**. Feel free to join me on May 15th at the Oak Court Mall at noon for an informal time of networking and sharing with other learning professionals right here at home.

If you are going to be at ICE, feel free to reach out to me and maybe we can connect while we are there!

*Leonard Cochran    ASTD Memphis President - 2014    [President@astdmemphis.org](mailto:President@astdmemphis.org)*



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*Upcoming ASTD Memphis Events*

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## May 13th – Increasing Learner Retention through the Use of Mnemonics

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**Date:** Tuesday, May 13, 2014

**Presenter:** Dr. James B. Lewis, Jr., M.D.

**Location:** Bethel University  
5885 Ridgeway Circle #100  
Memphis, TN

**Time:** 11:30 a.m. – 1:00 p.m.

**Register here:** <http://bit.ly/1oy9IIB>

Mnemonics have been a useful learning tool since the time of ancient Greeks. Mnemonics have been particularly helpful in the practice of medicine where prompt recall by physicians is needed to diagnose and treat illnesses. Mnemonics are useful not only in medicine, but in a whole host of disciplines. This session will explore the history of mnemonics, the learning theory behind them, and the proper construction of mnemonics (Hint: Scrabble tiles are helpful).

Dr. James B. Lewis, Jr., serves as Associate Chief of Staff for Education at the VA Medical Center in Memphis. He is also Professor of Medicine at the University of Tennessee. He is certified by the American Board of Internal Medicine. He is a graduate of the Johns Hopkins School of Medicine and a Fellow of the American College of Physicians. He teaches medical students and residents on a nearly daily basis. He has won a number of teaching awards in part because of the use of memorable mnemonics. His special interests are medical education, multiple choice question composition, physical diagnosis, and medical mnemonics.

## May 15th – Third Thursday Munch and Mingle

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**Date:** Thursday, May 15, 2014

**Host:** Leonard Cochran, ASTD Memphis President

**Location:** Oak Court Mall Food Court

**Time:** 12:00 p.m. – 1:00 p.m.

Bring (or buy) your lunch and join other local learning professionals for some informal networking as Leonard shares some takeaways from the National ASTD International Conference and Exposition (ICE).



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## Upcoming ASTD Memphis Events

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### June 10th – Securing a Seat at the Table (rescheduled from February)

**Date:** Tuesday, June 10, 2014

**Presenter:** Madan Birlan

**Location:** Bethel University  
5885 Ridgeway Circle #100  
Memphis, TN

**Time:** 11:30 a.m. – 1:00 p.m.

**Register here:** <http://bit.ly/1jrZDLd>

Drawing from his personal experience at FedEx in managing Central Support Services Division's training function for 9 years and facilitating leadership classes around the world at FedEx's Leadership Institute for 3 years, he will share three proven and practical steps for securing a seat at the senior management table.

Madan Birla is an author, speaker, consultant, and trainer for companies around the world and at executive education programs including Kellogg Management Institute, Northwestern, and Dartmouth College. A veteran of FedEx for twenty two years he was a member of FedEx's Long Range Planning Committee, where he worked closely with founder and CEO Fred Smith in developing and implementing innovative business growth strategies.

His first book, 'FedEx Delivers: How the World's Leading Shipping Company Keeps Innovating and Outperforming the Competition,' has been translated into Chinese, Russian, Spanish, Korean, Thai, Vietnamese, and other languages. His second book, 'Unleashing Creativity and Innovation: Nine Lessons from Nature for Enterprise Growth and Career Success,' was released by Wiley Oct., 2013.

NOTE: The speaker will be giving out 5 copies of books he has written: *Balanced Life and Leadership Excellence: A Nurturing Relationship and Unleashing Creativity and Innovation.*

### July 8th – Developing a Performance Strategy

**Date:** Tuesday, July 8, 2014

**Presenter:** Jimmy Brown, Ph.D.

**Location:** Bethel University  
5885 Ridgeway Circle #100  
Memphis, TN

The Performance Strategy process is a managed methodology for helping organizations understand where to focus their human capital development and performance improvement energies. It allows organizations to prioritize their human capital development budgets by clearly identifying where they will get the most bang for their buck. We do this through four phases –



## Upcoming ASTD Memphis Events

**Time:** 11:30 a.m. – 1:00 p.m.

**Register here:** <http://bit.ly/1g2UO45>

1. **Defining** business objectives, and identifying what performance outcomes matter
2. **Documenting** current processes that drive those critical outcomes (e.g., SIPOC process mapping and documentation)
3. **Collecting** data from top performers to determine what they are doing differently than the rest of the organization
4. **Developing** clear and actionable human capital strategies (e.g., recruitment, training, coaching) to bring the rest of the organization up to the top performers level

Jimmy Brown, Ph.D., is a senior consulting executive with 18 years' experience delivering practical strategies for business performance improvement. He is also the founder of the J Brown Group, a management consultancy focused on human capital, business strategy, and organizational development solutions. Prior to founding J Brown Group, Dr. Brown held senior-level consulting positions at marquee firms such as Booz Allen Hamilton, Accenture, and Hewlett-Packard. In these roles, Dr. Brown has worked across several industries sectors including healthcare (provider, payer, and bio-pharma), retail, high-tech, manufacturing, energy and Federal government (civilian and DoD). He is regularly sought out for his insights on how to apply cutting-edge theory to solve real-world business challenges.

### 2014 Theme & Goal: Work Smarter

#### Mission

To provide *knowledge, leadership and professional development* for our members to meet workplace learning and performance challenges.

#### Vision

To be *the* professional association recognized as *the ultimate resource, advisory group and network* in the Mid-South for workplace learning and human performance improvement.



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## *New and Renewal Members*

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On behalf of the Chapter, we want to express our thanks to the people who either joined or renewed their membership during April 2014.

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### **NEW**

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Suha Tamin  
Alice Finn

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### **RENEWAL**

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Jennifer Snyder  
Dickmar Tejada

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## **Calling all Presenters!**

ASTD Memphis is seeking presenters for luncheons throughout 2014. If you or someone you know can share expertise in one of the following fields, please contact our 2014 VP of Programs, Chuck Jones, at [programs@astdmemphis.org](mailto:programs@astdmemphis.org).

- Knowledge Management
- Coaching
- Integrated Talent Management
- Managing Learning Programs
- Evaluating Learning Impact
- Learning Technologies
- Training Delivery
- Instructional Design
- Performance Improvement
- Change Management

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*Member Spotlight: Meet One of Our ASTD Memphis Members!*

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## Chris Leerskov

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Chris Leerskov has been involved in ASTD Memphis for a number of years and officially became a member of the organization in 2013. He finds value in being active in the local ASTD Memphis chapter and is usually able to implement a new learned trick or idea immediately on-the-job.



Chris has been employed with FedEx for nearly 31 years, where he has worn many hats and lived in many different locations representing FedEx. He started in 1983 in a Savannah, GA facility as a part-time customer service agent. In 1989 he moved into a front line operations management position at FedEx location in Greenville, SC. In 1983, he was sent to Riyadh, Saudi Arabia on special assignment where he assisted in setting up new country operations for three months. In 1994, Chris moved into senior operations management at a facility in Hickory, NC. Then, in 1998, Chris moved to Memphis where he began his first job in HR as a Senior Manager Preceptor. In this role, he was responsible for teaching leadership skills to new managers. He then transitioned into HR training management in 2001 and has held several different training management positions since. Chris is currently responsible for all hourly training for one of 4 FedEx domestic regions.

Chris' hobbies include golf when he has time, duck hunting, learning about old cars, and spending time with his family.

### **Newsletter Volunteers Needed!**

ASTD Memphis is seeking volunteers to help with our newsletter on a bi-monthly basis. If you're interested in helping out "behind the scenes," contact [newsletter@astdmemphis.org](mailto:newsletter@astdmemphis.org).

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*April Luncheon - You Should've Been There!*

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## Developing Learning for a Global Audience

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Gretchen Stroud, Senior Director of Learning within the Hotel and Owners Colleges of Hilton Worldwide University, shared her experiences as a learning specialist with ASTD Memphis on April 8, 2014. Gretchen noted that an estimated 31% of employers worldwide find it difficult to fill positions because of talent shortages. By the end of the decade, more countries will have more workers existing in the workplace than entering. The workplace will grow more diverse and more mobile as a result.

For maximum training outcomes for global audiences, Stroud stated that specific questions need to be asked:

- Who will be in the audience?
- Where will the training be deployed (United States, Canada, Mexico)?
- Are translations needed?
  - If so, can training be developed that would eliminate translations (pictographs, video demonstration)?

**A PICTURE IS WORTH A THOUSAND WORDS.**

- Allow time and money for translations.
- Be aware of dialects within languages.
- Use local employees to validate translations.
- Prioritize the language that most understand and provides maximum benefit.

Ms. Stroud said, “Be careful of the pictures you use with a global audience.” She continued to remind ASTD Memphis that different gestures and pictures have different meanings to people in different countries. The same with idiomatic expressions that may be used in training – expressions are also viewed differently in other countries. Some to avoid are “swing into action,” “at your fingertips,” and “think outside the box.” Some expressions are offensive when used in other cultures.

Americans love to use sports analogies like “take it to the hoop.” Other countries do not have a love for basketball like Americans and the global audience may not conceive the meaning of “take it to the hoop” without elaborate explanation. Additionally, American holidays are held on different days in European countries. For example, Thanksgiving, Memorial Day, and Independence Day are held on different dates in Europe.

Gretchen summed up her discussion with the recommendation of seeking help when needed. She said, “To help alleviate confusion when conducting global training, find a local contact to help with training interpretations.” Locate advisors in the language market for which you are training. Seek assistance with role plays, scenarios, and any brands you may use in training. It is better to allow time for assistance from local consultants than not to seek assistance and be misunderstood by your audience.

*Good Readings for Learning Professionals*

# "Say What?" The 5 Levels of Listening

written by Heidi Petak

“Amazing, simply amazing. Melt-in-your mouth. Your mama was a keeper.” Beth watched her dad’s mouth move, describing the delectable German chocolate cakes her mom used to bake, but all she could think was, “He’s a diabetic! He should not be talking about mom’s cakes. He’s only making it harder for himself.”

Beth didn’t know it, but she wasn’t really listening. At least, not in the highest possible sense of the word.

Peg Allen, communication trainer with Hippo Solutions, teaches that there are actually five levels of listening. The fifth level is “Not Listening.” At this level, we have our fingers in our ears and our eyes closed, repeating “La, la, la, la, la...” We can’t hear the other person at all.

If you’ve ever been on the other end, trying to talk to a person with his "fingers in his ears", you know it’s absolutely infuriating. We are left misunderstood, unable to clarify, with no sense of value to our voice.

When we listen at the fourth level, we are “Listening for Judgment.” This is Beth’s level, judging her dad’s words. At this level, we are so preoccupied with our own thoughts, evaluating what the other person is saying, that we can’t actually hear the meaning behind the words. This preoccupation hinders our ability to connect with the other person on a heart level.

At the third level, we are “Listening to Tell Our Story.” Instead of actually focusing on the other person’s story, we are thinking of how our own story relates to her story. We are listening for a break, a pause, a moment when we can interject.

The fourth level is “Listening for Application.” When we listen for how we can learn from the information or apply it to our own work or lives in some way, we really are listening intently because we are motivated by the usefulness of the information. Yet, we still aren’t listening at the highest level.

At the top of the pyramid, the first level, we are “Listening to understand.” Our thoughts are focused on the other person instead of ourselves, and we want to understand for their sake, not our sake. I believe at this







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### *Good Readings for Learning Professionals*

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level, our listening is motivated by respect and value. And as the other person feels heard, understood, and known by our attentive listening, he or she experiences being valued.

With the swirl of activities, tasks, work, responsibilities, twitter feeds and random thoughts, choosing to listen to understand is extremely challenging. It takes work and intentionality. But when we listen for the heart behind the words and respond in a way that communicates we understand, our connection with the other person is deepened, and trust is established.

“Wait, did you say ‘Your mama was a keeper?’” Beth asked her father. He nodded, “She sure was.” Beth thought for a moment, and then asked, “Are you missing her today?” He nodded again, tears in his eyes. “I miss her every day.” Beth reached out and hugged him. He hugged her back. And she finally understood.

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