



Welcome to the Association for Talent Development!

Rounding out the Year

As we enter the month of December, it's a good time to reflect on the past, and look towards the future. As I mentioned in before, the American Society for Training and Development (ASTD) will become the Association for Talent Management (ATD). Our chapter will turn a new leaf. We will become ATD Memphis in 2015.

Part of the reason for the change is an acknowledgement of the national organization that training has changed. We no longer stand in front of the class and disperse knowledge. We in the learning profession have become facilitators our guides to those wanting to learn. Has much changed? Maybe not, but it's an acknowledgement that our industry has been changing and we are aware of it.



Our new chapter board will begin in January and we will work towards making the transition to the new name. Not only will our chapter name change, our website address will change, our email accounts and all of our social media names will reflect the new name. (Your membership to our organization will not be impacted.) I want to thank everyone in advance for their work in making this happen. We are committed to keeping you informed as we make the changes.

If you have any questions or concerns as we move along, please reach out to anyone on the board.

As we wrap up this year, I do want to say thanks to the number of you who have written or called with notes of encouragement throughout the year. It's been an honor serving you.

I wish you all a safe and happy holiday season.

Leonard Cochran

ATD Memphis President - 2014

President@astdmemphis.org



Upcoming ATD Memphis Events

ATD 2014 Memphis Holiday Social *(registration now closed)*

Date: Friday, December 5, 2014

Location: L'E COLE Cullinaire
1245 N. Germantown Pkwy.
Cordova, TN

Time: 6:00 p.m. - 8:00 p.m.

This year our holiday party will be at L'E COLE. We will learn how to prepare three hors d'oeuvres and a holiday beverage. Come join us as we celebrate another year of ATD.

Members are welcome to bring a guest at the same discounted price. (Tickets are a \$10 savings of the actual cost.)

Door prizes! Food! Fun!

"People who love to eat are always the best people." -
Julia Child

Upcoming 2015 luncheon programs will be announced soon!





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 and November 2014.

NEW

Candice Ivy
Dailia Tejada
Laura Wolf

RENEWAL

Steven Aronson
Edward Colvin
Christine Essary
Laura Freeman
Jeffrey Fendley
Amy Heinz
Trey Martindale
Jon Jackson
Chuck Jones
Sylvia Joure
Ayn Maddox
Michael Redmond
Barbara Taylor

Calling all Presenters!

ATD 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 VP of Programs at 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



Member Spotlight: Meet One of Our ATD Memphis Members!

Jennifer Snyder

“I can train dogs; I can train horses; but people learn.”

This has been Jennifer Snyder’s mantra since she moved into her role as Manager, Learning & Development for MicroPort Orthopedics in Arlington, TN in 2013. With over a decade in the learning industry, Jennifer’s passion for learning is fueled by seeing the passion ignited in others.

A Memphis transplant since 1996, she cut her teeth in learning at a training company in Memphis. The professional development opportunities there, including support for her master’s degree in Curriculum & Instruction, sparked the flame. She is fascinated with the shift in learning because of new technologies and will even be presenting “Scavenging for Engagement: Mobile Uses in Learning” at the 4th Annual Life Science Engagement and Innovations in Learning Technologies Conference in March 2015.



Her focus for 2015 is to build a sound learning strategy for her company – a 60-year-old company that hasn’t had a corporate learning department before her arrival. “I have a clean slate to build a learning program from the ground floor,” Jennifer said. She calls the Learning Management System she implemented this spring “MPwrU” or “Empower You.” “The whole reason our department is there is to empower the employees to improve their skills, their careers, and ultimately their lives.” She said if she can improve the life of just one employee, she knows she has then made a difference.

Jennifer will be taking the role of VP of Marketing/Social Media in our Memphis chapter in 2015. Jennifer blogs about learning occasionally at her site, www.equusnyder.com. She is always seeking feedback and would like to connect with other Memphis learning professionals on LinkedIn: <https://www.linkedin.com/in/equusnyder>.

October & November Luncheons - You Should've Been There!

Sensitivity Training in the Workplace

Dalia Tejada delivered a dynamic overview of what diversity training should be in the workplace. She presented some of the “why’s” for implementing a program that addresses the concerns of gender, multicultural and disability sensitivities.

One way to look at each person in our workplace is to use the Iceberg Model of Culture. What we see is only a small part of what the whole person is about. What we see does not give us reason to judge another.

Dalia outlined some “never say” comments when communicating in our diverse workplaces. Latinos, Asian American, Muslim, Black, Indian, Caucasian, Disabled were all included in her presentation. Her message was clearly one of embracing our differences rather than focusing on them.



Her final challenge:

What can we do to reduce the existence or expression of prejudice, stereotyping and discrimination?

Time: I Don't Have Enough of It!

If you missed November's luncheon, you missed a real treat! Mr. Ed Colvin presented on the topic of "Time: I Don't Have Enough of It..." He began by asking us to consider the following questions:

- What are your biggest time wasters?
- What are you currently doing to manage your time?
- What could you do better?

However, Ed explained that, before we even begin a discussion on time management, we must first learn what time is. Webster's dictionary defines time as the measured or measurable period during which an action, process, or condition exists or continues; the point or period when something occurs; an appointed,

October & November Luncheons - You Should've Been There!

fixed, or customary moment or hour for something to happen, begin, or end. According to Albert Einstein, time is defined as the occurrence of events, one after the other.



There are two types of time: *clock time* and *real time*. In clock time, there are 60 seconds in a minute, 60 minutes in an hour, 24 hours in a day, and 365 days in a year. In real time, all time is relative. Time flies or drags depending on what you're doing. Two hours at the DMV can feel like 2 years! Do you live in real time or clock time?

Many of us have, or are presently using, time management gadgets and systems that just don't seem to work for us. The reason they don't work is because these systems are designed to manage clock time. Clock time doesn't even exist! It's not real. You live in real time, a world in which time flies when you are having fun or drags when you're doing your income taxes.

But guess what? Real time is mental. It exists between your ears. You create it. And anything you create, you can manage! It's time to remove any self-

sabotage or self-limitation you have around "not having enough time," or today not being "the right time."

Ed continued by describing to us six time management tips that work for him:

- Effective planning
- Setting goals and objectives
- Setting deadlines
- Delegation of responsibilities
- Prioritizing activities as per their importance
- Spending the right time on the right activity

In conclusion, Ed gave us a few quotes on which to reflect:

- "Take care of the minutes and the hours will take care of themselves" -Lord Chesterfield
- "Until we can manage time, we can manage nothing else." -Peter F. Drucker
- "Time is money." -Benjamin Franklin

Thanks again, Ed, for such an insightful and thought-provoking presentation!



eLearning for Soft Skills: What Works?

by Connie Malamed

How important is it to distinguish between hard and soft skills in the design of learning experiences? Many researchers think that it's critical. The strategies needed to transfer hard skills, such as technical and procedural knowledge, can be quite different than the knowledge needed to develop soft skills, which involve interpersonal and intrapersonal (occurring within the self) communication.

Compounding the issue is the fact that there are many unanswered questions when it comes to the best techniques for designing eLearning for soft skills.

What are soft skills?

Soft skills can be thought of as the “abilities required in the workplace for professional success” (Georges, 1996). They are competencies needed to communicate, cooperate and to work productively. Some examples of soft skills include:

- Customer service
- Leadership
- Sales
- Relating well to others
- Time management
- Mentoring
- Interviewing

Difficulties with Soft Skills Training

With the advent of collaborative technologies, 21st century workers will need competence in soft skills more than ever. Yet, according to business surveys, many new employees lack the necessary soft skills needed for success (James & James, 2004). Training in soft skills is difficult, because these competencies are often open-ended and complex, varying from one situation to the next. It becomes impossible to train for all the circumstances that may arise.

Also, people often have an aversion to soft skills training. They may be resistant to changing the way they have always done things, such as how they manage employees or respond to a customer complaint. Training or coaching in soft skills is certainly not a precise science. It needs more time, attention and energy than one learning event can provide.



Good Readings for Learning Professionals

After reviewing quite a few articles on this topic, I've selected some strategies that seem most helpful for designing eLearning or blended learning for soft skills.

Strategy 1: Make it Measurable

One of the big issues associated with training in general and soft skills training in particular, is the difficulty in measuring its effectiveness. Although soft skills training can be valuable in ways that are difficult to measure, it is important to demonstrate results with hard metrics. This can help you improve your design and provide solid results to management.

The first strategy, therefore, is to put clear and measurable goals in place by identifying key performance indicators that need improvement. Then ensure that the training focuses on reaching the goals by focusing on the appropriate skills. Some examples of key performance indicators are listed below.

- Reduction in dissatisfied customers who received technical support
- Reduction in staff turnover rates
- Reduction in time spent in meetings
- Reduction in safety incidents
- Increase in satisfaction of new employees in first three months
- Increase in sales of a specific product line

While anecdotal evidence, observation of performance and surveys of participants have value, measuring key performance indicators have more weight. They enable you to see which soft skills are being applied to the job and whether the training enhances job performance.

Strategy 2: Integrate eLearning Into the Work Environment

Online learning is often designed and developed in isolation in a way that is removed from the company or organization. This never makes sense, but is particularly rough when it comes to soft skills, which often require competencies to improve relating and communicating. Therefore, any soft skills training should be well-integrated with an organization's needs and with the needs of the team. They should also be aligned with the individual's career goals.

A blended learning strategy that integrates soft skills training into the workplace environment is best. This means that more than one intervention is needed. When the course is complete, the training should continue. Newly learned skills should be supported and enhanced by management and team members. Part of a soft skills training plan should include opportunities for additional practice, ongoing discussion, feedback and coaching to support the transfer of newly skills in the workplace environment.

Read the remaining text here: http://thelearningcoach.com/elearning_design/elearning-for-soft-skills/.