

“Conducting an MRI on Strategic Execution”



In many companies, employee engagement and commitment is at an all-time low. Research shows that an organization’s ability to implement a strategy is more critical to success than the quality of the strategy, and that 70% of most strategies fail to reach their potential because of people issues.

How do you know if an organization’s workforce is really engaged? Why does engagement matter and how can organizations ensure that their strategic initiatives succeed?

Traditional assessment tools that measure satisfaction or even engagement levels within an organization are no longer sufficient indicators of how well employees connect the work they do to the strategic objectives of the business.

Please join us on Wednesday, October 25 as the GTAC-ASTD welcomes Rich Berens, Executive Vice President of Root Learning, as he shares Root’s journey of collaboration with Dr. Palmer Morrel-Samuels to create the Root Strategic Engagement Index (SEI), a scoring system that measures employees’ personal and practical commitment to company strategy.

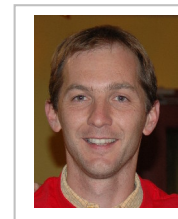
This easy-to-administer tool provides data that is objective, actionable, and specific and comparable with other organizations. It pinpoints an organization’s strengths and weaknesses in executing its strategy. Over time, improvements in SEI scores can be linked to improved business performance.

Experience an up-close and personal look at this innovative tool, and gain insight as to why strategic engagement is

important, what SEI measures; and how easily it can be administered.

Our speaker, Rich Berens, is the Executive Vice President of Client Services at Root Learning, Inc., headquartered in Maumee. Prior to joining Root, Rich worked for Commerzbank in Frankfurt, Germany.

Rich holds a BSBA Degree from Washington University in St. Louis and a MBA from the University of Michigan.



GTAC-ASTD 2006-07 Meeting Calendar

Wednesday, October 25
Clarion Westgate 4:00 pm-6:00 pm
Conducting an MRI on Strategic Execution
Rich Berens, Root Learning

Wednesday, November 29
Clarion Westgate 7:30 am-9:30 am
Talent Management
John Heidke, Right Management

December – No Meeting
HAPPY HOLIDAYS!

Wednesday, January 10, 2007
Clarion Westgate 4:00 pm – 6:00 pm
Topic to be announced
Russ Brock, Center for Innovation & Inquiry

Mark your calendars now for 2007 meetings:
Feb. 21 Breakfast
Mar. 21 Late afternoon
Apr. 25 Breakfast
May 23 Late afternoon

And don't forget the annual TAHRA/GTAC-ASTD Golf Outing on June 15!

Why Most Training Fails

By Jim Clemmer

Most organizations use their training investments about as strategically as they deploy their office supplies spending. And the impact on customer satisfaction, cost containment, or quality improvement is just as useless.

One of the biggest causes of wasted training dollars is ineffective methods. Too often, companies rely on lectures (spray and pray), inspirational speeches or videos, discussion groups and simulation exercises.

While these methods may get high marks from participants, research (ignored by many training professionals) shows they rarely change behavior on the job. Knowing is not the same as doing; good intentions are too easily crushed by old habits. Theoretical or inspirational training approaches are where the rubber meets the sky.

Another way of wasting dollars is failing to link training with organizational strategies and day-to-day management behavior. What happens in the classroom and what happens back on the job are often worlds apart. Trainees learn which hoops to jump through, pledge allegiance to the current management fad, give their enthusiastic commitment to building the new culture, get their diploma – and then go back to work.

Here are a few steps to using training as a key strategic tool:

- ◆ Use training technologies that build how-to skills that are highly relevant and immediately applicable. Research clearly shows that far more people act themselves into a new way of thinking than think themselves into a new way of acting. Training that produces tangible results starts by changing behavior – which ultimately changes attitudes. Most executives and many professional trainers (who should know better) get this backward.

- ◆ Follow up on training sessions with on-the-job-coaching and support from managers. A Motorola Inc. study has found that plants where quality improvement training was reinforced by senior management got a \$33 return on every dollar invested. Plants providing the same training with no top management follow-up produced a negative return on investment. An earlier Xerox Inc. study showed a paltry 13% of skills were retained by trainees six months after training if managers failed to provide coaching and support as the skills were being applied. And Western Gas Marketing Ltd. of Calgary uses its performance appraisal system to hold managers

accountable for applying the principles that have been taught to them.

- ◆ Build training around organizational objectives and strategies. Trainees should immediately see the connection between their new skills and where the organization is going. This makes training more relevant –and gets everyone focused on applying their new skills to the organizations key priorities and goals.

- ◆ Another key principle is practiced by Vancouver-based Finning Ltd., the world's largest Caterpillar dealer. Chief Executive James Shepard and his executives are not only first in line for service and quality training, but they are also the trainers delivering sessions to their people.

This trend to cascade training down from senior management snaps everyone to attention. Training attendance problems disappear. Results-oriented executives jettison all the nice-to-do but irrelevant training. Trainees do not cross their arms and ask Is the organization really serious about this stuff? In addition, managers achieve a deeper level of skill development when they teach others and are put on the spot to practice what they are now preaching. Naturalist William Henry Hudson once observed: You cannot fly like an eagle with the wings of a wren. Most training efforts never get off the ground because the methods don't change behavior, or the training is poorly delivered and integrated by the organization. The waste of money is tragic for such a vital investment in competitiveness.

Originally published in Jim Clemmer's column in The Globe & Mail. Jim Clemmer is an international keynote speaker, workshop leader, author, and president of The CLEMMER Group, a North American network of organization, team, and personal improvement consultants based in Kitchener, Ontario, Canada. His recent bestsellers include Pathways to Performance: A Guide to Transforming Yourself, Your Team, and Your Organization; Firing on All Cylinders: The Service/Quality System for High-Powered Corporate Performance; and his most recent book, Growing the Distance: Timeless Principles for Personal, Career, and Family Success. His web site is www.clemmer.net.

YOUR TURN!

Members are encouraged to submit items for the newsletter pertaining to training tips, reviews & resources. Please contact the coordinator of the Trainers' Notebook page, Phil Snyder, at psnyder@officemax.com. For additional training tips & resources, refer to <http://www.gtac-astd.org/links.htm>.

**HAVE YOU RENEWED YOUR MEMBERSHIP
FOR 2006-07?**

**VISIT US ONLINE TO OBTAIN A
MEMBERSHIP FORM.**

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President's Welcome

from Jim Traver

It is hard to believe that summer is just a memory, and we are already beginning to plan for the coming year. Time passes so quickly because we are all so busy. As I was thinking about how quickly time passes, I was reminded of something from Steven Covey's Seven Habits book. He talked about the need to take the time to "Sharpen the Saw." What he meant is that we need to address our work capabilities as well as our work production.

I think "Sharpening the Saw" is what the Greater Toledo Chapter of the American Society of Training & Development is all about. I am looking forward to the opportunity to meet with all of you, our members and guests, to share and learn from one another other so we can all grow and develop our capabilities.

We have great people on our Board who are committed to making the Chapter a valuable resource for you. We encourage you to become involved with the Chapter through supporting the Board committees. Let me know how the Chapter can be most beneficial to you.

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• **Give us your feedback on the newsletter ...**

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Spotlight on Chapter Members

Vickie Leeming works from her home-based business, Creative Custom Solutions, in the areas of software training and professional/non-profit association management. Vickie has been an active trainer and educator for over 25 years, working for private and public colleges, corporate training organizations, and individuals, most of whom are retired and enjoy learning how to email and surf the Internet. Her association management skills and experience provide her with a unique understanding and ability to help manage association databases as well as the other many administrative tasks required for their successful operation. Vickie holds a Master's Degree in Post-Secondary Education and Speech Communication from the University of Northern Colorado. She has also earned Microsoft Certifications in Word, Excel, and PowerPoint.



Vickie joined ASTD to keep updated on her skills as a trainer and network with other professionals. Because of her classroom and one-on-one training situations, she looks to ASTD and our local chapter for information and tips/tricks on adult learners and how to improve her training skills. She is a long-time member of GTAC-ASTD and has served on the Program Committee for a number of years. Vickie held the position of VP of Membership last year and holds this position again this year. So if you have any contact information changes or want a membership application form sent to someone – feel free to contact her!

Vickie and her husband are originally from Colorado and are the proud parents of three kitties, Romeo, Juliet, and Montague.



Lisa Behrendt is Manager, Training and Development at the Toledo headquarters of SSOE, Inc. Two years ago she was promoted into her current role, having previously worked in the Human Resource Department as an HR Specialist. Prior to joining SSOE she held positions as Office Manager at Digital Prairie Systems, a local software development company, and Director of Research at The Employers' Association. Lisa graduated from the University of Toledo with a BSBA, majoring in Human Resource Management.

Lisa joined ASTD to help her “get up to speed” on training issues and develop relationships with other training professionals. She has always enjoyed the technology-related aspects of positions she has held, specifically website design, company intranets, and using computer applications to communicate, administer training, and streamline databases.

Lisa is heavily involved in Friends of Perrysburg, a civic group, where she has served on the organization's Board of Directors for the past 6 years. Few people know that Lisa is also an avid writer, composing and sharing short stories and poetry through monthly meetings with fellow writers.

SAVE THE DATE...

We hope you will join us for the Wednesday, November 29th GTAC-ASTD breakfast meeting when we welcome our guest speaker, Dr. John Heidke, Vice President, Organizational Consulting Services of Right Management Consultants. His presentation will focus on the topic of Talent Management.

Dr. Heidke specializes in executive coaching, strategic planning, organizational change, leadership development, succession management, and organization alignment and performance. Prior to joining Right Management, John was a Senior Consultant with a worldwide talent management firm, as well as manager in the organization and leadership development group of a Fortune 100 global automotive supplier.

Stay tuned...