

# The Exchange

A newsletter for members of the Greater Toledo Area Chapter and Lima Satellite Chapter of the American Society for Training and Development

Volume 4 • Issue 1 • Spring 2007

## MARK YOUR CALENDARS FOR THE NEXT CHAPTER MEETING . . .

### LEARNING AT THE SPEED OF “e”

Please join us for breakfast on Wednesday, February 28, 2007 beginning at 7:30 am, as the GTAC-ASTD welcomes John Mallin, Leader, Global Talent Development of Owens Corning, as he demonstrates the power of eLearning.

John Mallin is the Leader for Global Talent Development for Owens Corning. His responsibilities include learning strategy, leadership development, Owens Corning University, and the design and accountability for all corporate learning processes, standards and metrics.

He is also responsible for Owens Corning’s Performance Management System. John joined Owens Corning in 1978 and has had a variety of learning, organizational effectiveness and HR roles and responsibilities in his 29 years with the company. He received his undergraduate degree from the University of Dayton and his Masters degree from the University of Michigan. He is currently the chairman of the American Management Association National Training Council.

John will describe and demonstrate the use of e-learning at Owens Corning. He will share his experiences with e-learning including the barriers he encountered, what’s working well for OC, and the value of e-learning as a part of corporate training and development. John will also discuss what’s new in online learning and direct the audience to some valuable e-learning resources and contacts.

The event will be held at the Clarion Hotel on Secor Road and the cost is \$16 for GTAC-ASTD members, \$14 for Students, and \$24 for non-members.

### GTAC-ASTD 2006-07 Meeting Calendar

(All meetings will be held at the Clarion Hotel on Secor)

#### Feb. 28 Breakfast Meeting

#### **Learning at the Speed of e**

John Mallin, Leader,  
Global Talent Development - Owens Corning  
7:30 am to 9:30 am

#### Mar. 21 Late Afternoon Meeting

Tom Hofbauer, Communipro  
**Improving Communication Through Improvisation**  
4:00 pm to 6:00 pm

#### Apr. 25 Breakfast Meeting

Matt O’Connor  
**Requirements for CPLP Certification**

#### May 23 Late Afternoon Meeting

Rose Kuceyeski, Owens Community College  
**Workplace Communication Practices**

#### June 15 All Day

Annual TAHRA/GTAC-ASTD Golf Outing

#### June 20 Breakfast Meeting

### Please give us your feedback on the newsletter!

Editor – Diann Tohle  
dtohle@bex.net

Spotlight – Stan Machosky  
stan\_machosky@yahoo.com

Trainers’ Notebook – Phil Snyder  
psnyder@officemax.com

Program – Nancy Hegedus  
nehegedus@buckeye-express.com

**HAVE YOU RENEWED YOUR MEMBERSHIP FOR 2006-07? VISIT US ONLINE TO OBTAIN A MEMBERSHIP FORM.**

# Trainers' Notebook

## ACHIEVING RESULTS BY FOCUSING ON THE HUMAN FACTOR by Claire Belilos

Training is generally defined as "change in behavior" - yet, how many trainers and managers forget that, using the term training only as applicable to "skills training"? What about the human element? What about those very same people we want to "train"? What about their individual beliefs, backgrounds, ideas, needs and aspirations?

In order to achieve long-term results through training, we must broaden our vision to include people development as part of our strategic planning. Although training covers a broad range of subjects under the three main categories (skills, attitude, knowledge), using the term "training" without linking it to "development" narrows our concept of the training function and leads us to failure.

When we limit our thinking, we fall into the trap of:

- Classifying people into lots and categories
- Thinking of "trainees" as robots expected to perform a job function
- Dismissing the individual characteristics of people and the role they play
- Focusing only on "what needs to be done" without *adequately preparing the trainees involved to **accept and internalize** what is being taught.*

We are dealing with human thoughts, feelings and reactions which must be given equal (if not more) attention than to the skill itself. We thus create a double-focus: people development and skills training. These two simultaneous objectives will give us the right balance and guide our actions to reach our goal. To clarify our training and development objectives, and identify our criteria for success, we must ask ourselves a few questions:

- Do we expect an automatic, faultless job performance?
- Does attitude count?
- Does goodwill count?
- Do loyalty and dedication count?
- Does goal-sharing count?
- Does motivation count?
- Do general knowledge and know-how count?
- Do people-skills count?
- Does an inquisitive mind count?
- Does initiative count?

- Does a learning attitude count?
- Does a sense of responsibility count?
- Do team efforts count?
- Do good work relations count?
- Does creative input count?
- Do we want employees to feel proud of their role and contribution?

How can we expect such qualities and behavior if we consider and treat our personnel as "skills performers"? However, we could achieve the desired results if we address the personal development needs of the employees involved.

When we plan for both "training" and "development", we achieve a proper balance between the needs of the company and those of the trainees. The synergy created takes us to new levels, to a continuing trend of company growth.

Our consideration of the people involved results in work motivation, goal-sharing, and a sense of partnership. Not only do the employee-trainees perform at the desired levels, but they offer to the company and its customers their hidden individual gifts and talents, and this reflects itself in the quality of service. Customers feel and recognize efficient performance, motivation and team-work. They become loyal customers.

We can learn from the case of a small restaurant operator who had become desperate at the negligent attitude of his servers, which resulted in customer complaints. He decided to seek professional assistance to help him replace his employees with "motivated, trained" people fresh out of a waiter's training school.

Following some probing questions it came to light that he did not offer much to attract and retain loyal and dedicated employees. He came to realize that even if he paid higher wages to new "trained" employees, the problem would persist because employees want more than wages from their workplace. They want:

- Organization and professional management
- Information regarding the business and its customers
- Recognition for their role in the company's success
- Acknowledgement of their individual capacities and contributions
- Positive discipline / fairness
- A say in the way the business is run.

*(Trainer's Notebook continued from page 2...)*

The restaurant operator realized that until then he had treated his employees as "plate carriers" and this is exactly how they had behaved and performed. He was ready to change his mode of operation: he diverted his focus to the needs of his employees, re-structured his organization, planned new operational strategies, a human resources strategy, training and development guidelines, disciplinary rules and regulations. He communicated and shared these in a meeting with his employees and handed out the employee handbook prepared for that purpose. He also reminded them of their responsibilities towards the business, the customers, and themselves (taking charge of their own training, development, and work performance). They were more than pleased when he asked them to express their opinions, make comments and suggestions. He was surprised at the immediate transformation that took place. He began receiving excellent reviews from his customers, the employees worked as a team, their motivation sky-rocketed and he never had to replace them! All this was accomplished by extending the previous concept of training to that of training and people development.

Training and Development represents a complete whole that triggers the mind, emotions and employees' best work performance. It is not only business managers and owners who must do this shift in thinking, but Human Resources Directors and Training Managers (whose title should be "Training and Development" Managers). By their actions, they should offer a personal example, coach and guide all people in an organization to think "beyond training" and invest effort in:

- Professional development
- Personal development.

Contrary to what some managers think, people do not quit a place of work as soon as they have grown personally and professionally through training and development programs - at least they do not do so for a long while. They become loyal to their employer and help him/her grow business-wise, which offers them more opportunities. They chart their own course for career advancement within the broader framework of organizational growth.

Copyright Claire Belilos - All Rights Reserved.  
Claire Belilos, owner of CHIC HOSPITALITY CONSULTING SERVICES, specializes in Hospitality and Service operations, training design, human resources planning, job and evaluation tools, operational upgrade, mystery shopping, Customer Service and Train the Trainer Workshops. Tel: (604) 687-8442 e-mail: chic@easytraining.com #2007-1011 Beach Ave., Vancouver, BC V6E 1T8, Canada Home Page: <http://www.easytraining.com>.

## IT'S 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](mailto:psnyder@officemax.com). For additional training tips & resources, refer to <http://www.gtac-astd.org/links.htm>.

## FROM THE MAILBAG

To: Dave Hyslop and the GTAC-ASTD Membership  
From: Russ Brock

Thank you again for inviting me to be a part of your ASTD meeting yesterday.

I thoroughly enjoyed the opportunity to visit "my old stompin' grounds" and seeing friends from years past. I hope the ideas I shared with you will have added meaning as you incorporate ROI into more of your training evaluation process. Please don't hesitate to call me whenever you have a question or need additional resources in any area of organization development or workplace learning and development.

And thank you very much for the clock your chapter gave me. It has already replaced the old clock at my desk.

The small groups seemed to resonate when discussing the assumptions, questions and implications of evaluation. To spur you into making this inquiry process more routine in your work, I've attached a short 9-item questionnaire you can share with the colleagues within your own organization.\* Give it to them, and then compare your responses to see how your team fares. It's a good way to stimulate a dialogue about change and the assumptions you operate under. [It's a PDF file, so you'll need Adobe's Acrobat Reader.]

I look forward to seeing you again soon.

Best wishes for a great 2007.

Russ

*Russ Brock was our guest speaker at the January 10<sup>th</sup> meeting. Russ is the Managing Partner and Senior Consultant for the Center for Innovation and Inquiry in Columbus, Ohio and presented "Creating Practical Strategies for Measuring ROI of Your Training Programs". His program covered practical strategies for measuring training effectiveness.*

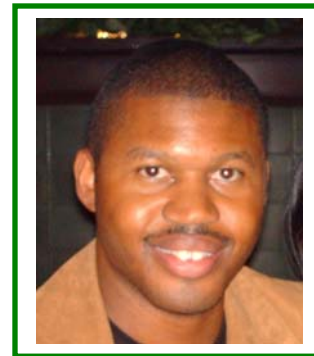
*Russ is a long-time training and development expert and is a consultant for regional and national companies. Russ is also the Past President of the ASTD Chapter in Columbus! He is a current member of the Leadership Development Team and past member of the National Advisors for Chapters of ASTD.*

*\*The PDF is available on the GTAC-ASTD website.*

## Spotlight on Chapter Members

**LIONEL BROCK** currently works as a Training Coordinator for NAMSA (North America Science Associates) in Northwood, Ohio. Lionel started at NAMSA six years ago as a Research Associate in the InVitro Department. His responsibilities include providing technical and corporate-wide training to over 250 associates in Ohio and California.

Lionel has a Bachelor of Science degree in Pharmacology and Toxicology with a minor in Chemistry from the University of Toledo. With this solid background in science and medicine his purpose in joining GTAC-ASTD was to become more acquainted with the training profession and meet other training professionals. Training has always been an easy task for Lionel because he loves to encourage and motivate people to reach for higher levels of personal success.



Lionel's passion for helping others is also evident in his avocations. He teaches Chemistry on the weekends at Owens Community College and is the Outreach Coordinator for his church's Neighborhood Outreach program that feeds approximately 500 patrons per month. He and his wife Nicole are Co-Directors/Producers of BOC, a non profit drama production company that delivers sound inspirational concepts through drama. BOC is dedicated to raising money for other non-profit organizations.

Lionel is currently pursuing an MBA Degree at the University of Findlay. He lives in Perrysburg with his wife, Nicole, and their three children.



**ERNEST A. LEWIS** is an executive coach and business consultant and principal of E.A. Lewis Consulting. He has served the Greater Toledo Area for nearly a decade providing consulting services that include leading corporate retreats, management and leadership training, continuous improvement programs, and team building. Ernie graduated from the University of Toledo with a BSME and an MBA.

Ernie is a past-president of GTAC-ASTD. He is also a member of TAHRA, SHRM, past-president of Leadership Toledo, and has served on several other non-profit boards in service to the community. He is a member of several chambers of commerce and enjoys staying involved.

Currently, Ernie is an avid runner completing several marathons each year. He is now training to run a marathon in Anchorage, Alaska to raise \$5,000 for the Leukemia and Lymphoma Society to help fight cancer. Check out: <http://www.active.com/donate/tntnoh/ErnestLewis> if you would like to help!

### EARN REVENUE FOR THE CHAPTER!

Support the Greater Toledo Area Chapter of the ASTD! When you renew your national membership, buy a book or register for a national conference, just use our chapter source code (CH3092), and we earn a revenue share. Type our chapter source code (CH3092) into the box at checkout. If you have a paper order form, write our chapter source code (CH3092) on it!