



## 2008 Board Of Directors

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## A Note From The President



### Celebrating Our Profession and Our Chapter

Every now and then it is important for each of us to stop and celebrate what we've done. Celebrations help feed our heart and soul, and they keep us "fired up" even in the face of incredible challenges. I would like to share some upcoming celebrations; one for our profession and one for our chapter.

#### Celebrating Our Profession: Employee Learning Week

ASTD National has declared December 8-12, 2008 as Employee Learning Week to increase awareness of the value of learning and its link to organizational results. More importantly for you, Governor Phil Bredesen has officially proclaimed December 8-12, 2008 as Employee Learning Week for the State of Tennessee. Yours truly will be having his picture taken with Governor Bredesen and your chapter will be promoting Employee Learning Week in the media.

You can help your organization be a part of Employee Learning Week and celebrate what you and your profession do for your organization and its employees. Employee Learning Week (ELW) is an important opportunity for companies to demonstrate their commitment to workforce development. Use the week to remind employees about all of the learning and development opportunities they can access to better their jobs and their careers. Just [click on this hyperlink and complete this simple form](#) and return it to ASTD Middle Tennessee by December 1st. If you would like more details about what you can do for Employee Learning Week, please contact Caitlin Congdon ([caitlins@goodwillmidten.org](mailto:caitlins@goodwillmidten.org)).

#### Celebrating Our Chapter

On December 4th we will be holding our Annual Holiday Awards Breakfast. This is a fun holiday celebration where we celebrate the chapter's accomplishments for the year. We will announce the Golden Torch Award winners, introduce the new 2009 board, take a look back at 2008, and enjoy a breakfast buffet. We start at 7:30 a.m.

The Annual Holiday Awards Breakfast is a great opportunity to bring your boss or another company executive to enjoy a great meal and see the great things that training professionals in our area have accomplished. It is also a great time to visit with your chapter friends and share each other's accomplishments.

I encourage you to stop and take the time to celebrate your profession and your chapter by taking advantage of these opportunities. I look forward to seeing you in December.

Regards,

Rick Moffett

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**2008 Board  
of Directors**

## **NOVEMBER MEETING: Thursday, NOVEMBER 13TH, 2008**

### **Vexed! - A Relationship Parable about the Interplay of People & Profits in Business**

Joint Meeting with MT-SHRM

NOTE: You must register by noon on November 10th for the \$25.00 rate

Speaker: Bill Halbert, PhD – Founder and President of The Halbert Company

Using his new book, Vexed!, Dr. Halbert will tie current economic and relationship concerns to business challenges. He will use the book and its illustrations, give participants the opportunity to think about the challenges they face that are similar to those in the book, and end on a hopeful note.

1. Vexed! A reading with illustrations
2. Bill's comments on the interplay of people and profits in today's economy
3. Table assignments, small-group discussion, and reporting out
4. Summary

Speaker Bio: Dr. Bill Halbert is a consummate expert in relationship management and leadership development. He asserts that companies fail or succeed based on either good or bad relationships. Dr. Halbert is a noted educator, trainer, speaker, professor and business consultant leading The Halbert Company.

#### **WHEN**

Thursday, November 13, 2008 11:30 AM - 1:00 PM

#### **WHERE**

Cool Springs Marriot  
700 Cool Springs Blvd  
Franklin, TN 37067

## BUILDING WORKPLACE UNITY

When in doubt, over-communicate. Some managers believe in a "management vs. labor" philosophy—if the team knows too much, they can't handle it. That's an elitist attitude that will destroy your team. Is it wise to tell your team everything? No. But if you make a mistake, you'll adjust it next time—either limiting how much you share or sharing it differently.

**Progress:** Be sure team members understand what is expected of them. Put expectations in writing, and make sure they agree on their set goals. Require scheduled weekly reports of their progress.  
Accountability motivates.

Carried to its extreme, a culture of secrets and missed opportunities generates fear. Fear shuts down an organization, and it develops quickly when there is no quality communication process.

**Legacy:** Smart leaders pass on the legacy of their company. How did you get where you are? Tell *that* story. Who sacrificed, refused to quit, and paid the price for success? Tell *their* story. Make these stories a part of the culture of your organization.

**Mission:** Have a mission statement. Tell your team to memorize it; put it in their heart, and remind them regularly. A team is not a team unless they have a shared goal and vision. Without vision, they are simply employees. But they can't share in the vision if they don't know the mission.

**Problems:** Have people bring problems only to someone who can do something about them. Avoid impulse communication when you are angry or upset; communicate your negatives up and your positives down. Remember to communicate in such a way that individuals aren't harmed or embarrassed. When leadership hides negatives and feeds the team nothing but hyperbole, they give the impression of sanctioned secrets or incompetence. Eventually, people will question their leader's integrity.

Remember, the greatest problem in communication is the illusion that it has been accomplished. Communication should be ongoing, attempted early and often. Successful communicators cast the company vision in such a way that the team knows the goal, how to get there, and their part in the process.

*From Dave Ramsey News*

## Submit Articles & Ideas to Your Newsletter

The Middle Tennessee Chapter of ASTD continually strives to bring you the most useful, timely content.

This newsletter belongs to you. We need your contributions!

Please submit articles, ideas, and suggestions to the newsletter editor, Angela Ellis by the ***second Monday of each month.***

Her email address:

[angela.ellis@cat.com](mailto:angela.ellis@cat.com)

## Get Back to the Basics

Even the best training and development professionals need a refresher now and then. New, veteran, and occasional trainers will all benefit from the new *Infoline* reference, *Trainer for a Day*, which is a quick, comprehensive review of training fundamentals available through ASTD.

Designed with the “occasional” trainer in mind, *Trainer for a Day* reviews the basic principles of adult learning, details the variety of effective instructional methods, and provides guidelines for writing clear training objectives.

List Price: \$12.99

[ORDER NOW!](#)

Subscribe to *Infoline*  
15 for the price of 12 with any 1-year subscription.  
[Start your subscription today](#)



## WANT TO BE A PUBLISHED AUTHOR? HERE'S ONE AVENUE:

### GET-TO-THE-POINT BOOKS AND RESOURCE PUBLICATIONS

This organization is a premier provider of on-demand learning resources. We provide the means for organizations to develop the specific and targeted skill-sets required to drive high levels of performance and business execution. Our web-based product and service delivery model provides the client organization rapid deployment, easy access, dynamic learning experiences, and visible, measurable results linked to the organization's business priorities and strategic thrust. The audience for get to the point books exceeds 70,000 HR/OD professionals, corporate trainers and educators.

### ORIGINAL WORKS

Get to the Point looks for original works of authorship in the form of learning resources that are fresh, rich, and compelling and will integrate into one of our 25 essential categories.

They look for specific situational learning topics:

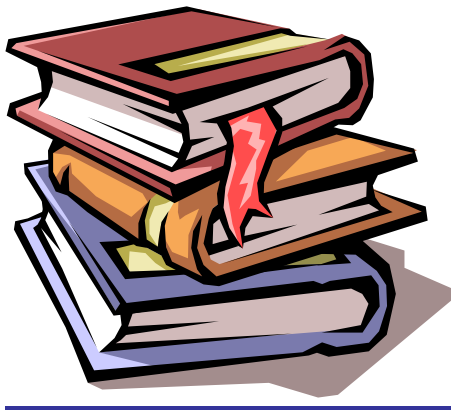
Self Improvement  
Working With Others  
Managing  
Business Essentials  
Competencies and Skills  
Culture and Ethics  
Work/Life Balance  
Communication Skills  
Organization Development  
Training and Learning Management  
Human Resources Essentials  
Metrics and Analytics  
Managing Business Processes

Front-Line Supervision  
Life Skills  
Health and Wellness  
Coaching and Mentoring  
Talent Management  
Team Building  
Customer Service  
Selling and Marketing  
Leadership  
Performance  
Executive Planning  
Interpersonal Skills

### **Taking the Next Step**

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## **TRAINING TRENDS**

Training conferences provide insights into what is happening in the field of training and development. Those who attended the annual American Society for Training and Development (ASTD) conference, learned about some interesting trends in the industry:

### **Multimedia and Online Training**

“If you’re not in multimedia or online training, you’d better be thinking about it,” said one trainer to another at this year event. Even though the current move in organizations has been to offer training on CDs, Web-based training (WBT) is not far behind. As one booth worker explained, “There are basically three market segments these companies are going after. They want to be aggregators of content from whom organizations purchase a set of courses to offer internally. They want to develop and offer their own courses for an annual or pay by course fee. Or, they want to offer classes to individual consumers.” The quality of the courses varies as does the amount and type of multimedia used in their presentation.

### **Additional Topics Generated by Web Based Training (WBT)**

This move to online learning has created several sub-conversations. One is Electronic Performance Support Systems (EPSS) that deals with the interface between people and software. Another is creating and offering courses that trainees will actually finish. But trainers are warned not to attempt to put manual-based courses online and call it WBT. The result generally looks like training manuals online and does not tap into the advantages of the Web including interconnectivity and the ability to publish real-time, up-to-the-minute information.

### **Performance Consulting**

Human Performance Technology or performance consulting is changing the face of the traditional training department. Few training organizations offer trainer-led, generic classes as the only, or even major, solution to organizational challenges and opportunities any more. Emphasis is now placed on providing a range of potential solutions including in-depth needs assessments. Alternatives to training offered by progressive human resource departments include coaching, organizational development, change consultation, and facilitated planning sessions.

### **Performance Management**

Another trend that is sweeping the industry is the integration of training and development into performance management. Organizations are moving away from one-on-one performance reviews with a boss held annually and replacing them with systems that provide individuals with personal and professional developmental goals and training opportunities. In a performance management system, people receive more frequent feedback from many points of view including peers, direct reporting staff members, and managers. The feedback, known as 360-degree feedback, provides a more balanced set of observations for the employee. Performance development plans may include coursework, but also provide learning activities on the job such as special projects, serving on cross-functional teams, and skill stretching job assignments.

### **Conclusions About Training Trends**

One training trend is for sure. Traditional classroom training is no longer the exclusive opportunity to learn. The age of training that includes training CDs, email classes, online learning, blended learning and university degrees online is exploding. These training opportunities are here to stay. I look forward to watching and participating in their growth and change.

# “The Art and Craft of Coaching”

by Nancy McMorrow

Imagine twelve talented colleagues committed to developing their coaching expertise as participants in a high quality program offered by Coach Academy Texas. Imagine driving less than ten miles to meet in Nashville, no long distance travel, added costs, and nights away from home. Many of the participants have a vast degree of experience as coaches, consultants, business executives, facilitators and counselors / therapists. The instructors have stellar credentials and extensive work experience in the field of coaching. At times during the past several months, I have had to pinch myself to make sure I am not dreaming.

We are certified NLP Coaches as a result of the program and we are being prepared for the professional level ICF (International Coaching Federation) oral and written exams. In addition we are organizing our portfolio to apply for the ICF certification. Why is certification as a coach important? I believe it is important as a professional to have credentials. Having credentials is also a way to take a stand for quality in the field of coaching. Clients can also feel more confident about using coaches that are certified. The ICF is the largest, oldest, most widely recognized independent, non-profit professional association for coaches. The three levels of ICF credentials have emerged as the “gold-standard” for credentialing in professional coaching. Why not go for the gold?

Practice, practice, practice, the program is designed around contact with each other to coach and be coached. We integrate the core competencies of the ICF model into our practice. Being a highly kinesthetic learner, I like feeling my way through the process. During the program, we also coach 16 volunteers “clients” that come in for coaching sessions over several different weeks. We coach to their agenda.

What is coaching? Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Coaching requires: listening, asking powerful questions, direct communication and creating awareness.

Coaching is not consulting or therapy. One of our coaching clients’ was unfamiliar with coaching and came looking for consulting. Initially this was challenging. Early into the coaching session the client asked for: “one revenue producing activity that would increase her bottom line”. As coaches, our job is to use questions to help the client move forward. We quickly fell into the trap of offering solutions and being met with resistance from our client. We were in expert/consultant mode and not doing coaching. When we asked more powerful coaching questions, we discovered that the client already had an extensive business/marketing strategy, however, no one in the business was acting on it. With this awareness we were able to work with the client to coach on some practical next steps that dealt with the underlying issue.

Coaching is not therapy. One of our clients was a creative writer and was dealing with some emotional turmoil. She freely shared with us that she was currently seeing a therapist. It is important as a coach to keep the focus on the present and not turn coaching into a therapy session. A coach’s role is to move the client forward with their agenda. As a team of coaches, we were able to help the client identify a resource to take a few steps forward. For me, the session was a gift because it demonstrated how to keep the focus on coaching and not enter into therapy, even when the client is struggling.

Coaching is most effective when the coach can successfully integrate being a coach with doing coaching. The models, tools, and techniques are important. Effective coaching also requires a mindset, a presence and a willingness to show up and explore with the client. Coaching is therefore both an art and craft. As coaches, we are always learning. Often the client brings up issues that are very familiar for me and I learn through the coaching. I feel a sense of gratitude for the opportunity to engage in a coaching relationship because it requires a level of attention, and rapport with the client to generate results. Coaching honors the uniqueness of each person.

One of the pearls of wisdom I treasure is the importance of *both* listening and asking powerful questions. Doing both offers an opportunity for the client to shift out of the “story” and get unstuck. When we touch into the core of the issue, into the heart of the matter with questions, it creates new awareness. In those moments, clients have the opportunity to take steps that will help them realize the results that are important to them. When clients see it, feel it, hears it and/ or know it in their bones, they are liberated to take action and move forward.

**OD Consultant and Facilitator, Nancy McMorrow works with organizations to increase collaboration and engagement with internal staff groups. [www.engageadiverseworkforce.com](http://www.engageadiverseworkforce.com)**

# GAMES

# PEOPLE

# PLAY



**NAME OF THE GAME:** We've Got Something in Common

**Objective:** Demonstrate that despite differences we have many things in common. Celebrate diversity by recognizing similarities.

**Audience:** Group of 10 or more

**Materials:** blank sheets of paper, and timer or watch

**Instructions:** Everyone will need a blank sheet of paper. Ask each group member to find a partner that they do not know or assign them partners or have them pull names out of the hat. Instruct everyone that they will write down their partner's name and spend the next 2 minutes discovering as many things as they can that they have in common. Then give them the signal to begin. Be sure to time the exercise and let them know when time has elapsed.

Repeat the process with 2 more partners.

**Debrief Discussion:**

- How many of you found more than 15 things in common?
- Did you discover anything unusual?
- Where you surprised to find what you have in common?
- How does it make you feel to find things in common with someone?
- How can looking for commonalities instead of differences benefit you in the workplace?

## ASTD CERTIFICATION PROGRAMS

We are busy at ASTD rolling out new programs to meet the professional development needs of ASTD members and customers like you. One of our new offerings is our Celebrity Series in which gurus in learning and development facilitate popular ASTD certificate programs and provide you exclusive access to their expertise.

This unique experience gives you the content you need to better perform on the job, along with the opportunity to learn from and network with these experts. Among the many special features is an ASTD-hosted dinner with your celebrity facilitator and fellow participants. Click on the links below to learn more about the upcoming offerings.

[E-Learning Instructional Design Certificate Program](#) with Michael Allen

[Managing the Learning Function Certificate Program](#) with Rita Bailey

[Training Certificate Program](#) with Elaine Biech

[Measuring and Evaluating Learning Certificate Program](#) with Patti Phillips

[ROI Skill-Building Certificate Program](#) with Jack Phillips

[Project Management for Trainers Certificate Program](#) with Lou Russell

We hope to see you soon at an upcoming education program. And, please email me anytime if you'd like to discuss how ASTD can assist with your learning and development needs.

