

THE EMERALD COAST TRAINER



The Newsletter of the EMERALD COAST CHAPTER

April 2004

Juda B. McAdoo
President

Linking People, Learning & Performance

Thank you to all of the members who have expressed an interest in serving on one of our chapter committees. ***Your interest and participation are very much appreciated!*** Board members will be contacting their committee members soon with an invitation to attend a planning session designed to promote services for chapter members. Also, I want to recognize our corporate sponsors CHELCO, ResortQuest International Inc., and the Hilton Sandestin Beach Golf Resort and Spa for providing lodging for our guest speakers in February, March and April. These corporate sponsors have allowed our chapter to recruit outstanding national and international speakers for our meetings!!

Please remember that members are invited to attend board meetings at 3:00 p.m. on the 3rd Thursday of each month in the OWCC Administration Building at the Niceville Campus. Please contact me if you plan to attend a board meeting at mcadoo@owcc.net. I have identified below some of the major highlights of our March 22nd board meeting.

Chapter Board Highlights.....

- *Appointment of Dr. Ned Couey to represent Emerald Coast ASTD with the Crestview Area Chamber.*
- *To expand the Emerald Coast Chapter Scholarship awards to include the "Take Stock in Children" programs in both Okaloosa and Walton Counties (contingent upon scholarship monies collected at general monthly meetings).*
- *To pursue sponsoring a fall "joint" training workshop with the Society for Human Resource Management (SHRM) and other training organizations.*
- *To distribute a membership directory to all members during the month of April 2004.*
- *To market the Emerald Coast Chapter at Chamber of Commerce functions by providing an ASTD Emerald Coast Chapter "door prize" at monthly chamber meetings.*
- *To raise the Corporate Sponsorship fee from \$100.00 to a minimum of \$200.00.*

Leigh Grantham, VP for Programs, has arranged for Craig Taylor to be our guest presenter at our April 13th luncheon meeting. Mr. Taylor is Senior Vice President of TalentKeepers, an award-winning employee retention firm. His topic will focus on Retention Leadership and how to develop it in your organization. According to Mr. Taylor, "Extensive research shows why people ***join, stay, and leave***, and the critical role front-line leaders play in controlling unwanted turnover." Please mark your calendars for this training event: April 13, OWCC, "K" Building, Niceville Campus. RSVP to Pam Thompson at (850) 833-7587 ext. 252. Again, thank you to the Hilton Sandestin Beach Golf Resort and Spa for sponsoring lodging for Mr. Taylor. I look forward to seeing each of you on the 13th. Guests are welcome.

Thanks to Pam Thompson, VP for Hospitality, for making the arrangements for our meetings, coordinating reservations, and creatively decorating our monthly meetings. A job well done!

Juda B. McAdoo
President

A Company Is Known By the People It Keeps

When?

11:30 a.m. – 1 p.m.
Tuesday,
April 13, 2004

Where?

OWCC,
Niceville Campus
Building K, Gallery

Cost

\$10 for Chapter Members
\$15 for non-members
(includes lunch)

RSVP

No later than noon
April 9, 2004
to Pam Thompson
[pthompson@
jobsplus02.com](mailto:pthompson@jobsplus02.com)
or
(850) 833-7587 x252

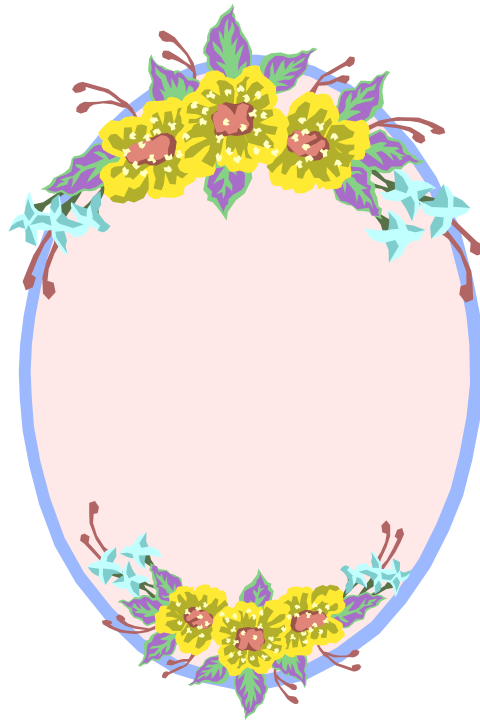
Craig S. Taylor TalentKeepers



Learn what Retention Leadership is and how to develop it in your organization. Responsibility for retention needs to move out to the front line and into the hands of leaders, where leadership development will play a key role. Learn what new research from over 350 organizations and 40,000 workers shows about why people join, stay, and leave, and learn the critical role front-line leaders play in controlling unwanted turnover.

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Craig Taylor has been a leader in the training and performance improvement profession for more than 20 years. He currently serves as Senior Vice President of TalentKeepers, the award-winning employee retention firm. Taylor chairs the Editorial Advisory Core Group for *T+D Magazine*, ASTD's monthly publication, and is a contributing editor and columnist for the magazine.



Amie Devero
May's Speaker

Great Employees—Nature or Nurture?

One of the toughest problems facing managers and human resource professionals today is how to find great employees. Maybe the problem is not what it appears to be. Maybe we could teach our hard-skilled hires how to be great employees. For example, pretty frequently, a fantastic applicant with all the requisite skill sets turns out to be less great once on the job. The issues that arise are myriad, but they usually distill down to what one might call "personality issues." Whether the issues are based on conflicts with co-workers, a generally unacceptable attitude, or insufficient flexibility to learn, change, or take feedback, we are frequently faced with what seem to be *a priori* facts about the individual and his or her ways of being, facts that rarely seem to be impacted by our attempts to address the concerns.

The typical way of dealing with these issues is two-fold. On the one hand, they are dealt with as disciplinary issues: reviews (whether management or peer), warnings and, ultimately, suspensions are delivered in the hope of getting the behavior changed. The other option is that, when the employee does not "improve," we, as managers, do a kind of cost-benefit analysis to determine the ultimate value of the employee as a criterion for whether or not to retain him or her, a tough choice in a tight job market. But what if the skills that would enable the person to take the necessary feedback and alter his behavior are skills that could be learned? That is to say: If training were available that would make someone a "better" employee—more flexible, open to criticism, hungry for learning and self-improvement, and easier to get along with—would not that be a valid and welcome alternative to firing an otherwise valuable employee?

Recently there has been research done suggesting that certain kinds of training do actually impact the fundamental skill sets at the source of the kind of issues described here. In future articles [on www.fwconsulting.com], I will go into greater detail about that kind of training, how it works, and what it might add to the overall value of an organization. But the first thing to consider is that there are ways of being that are more and less optimized for the workplace. Unfortunately, most of us consider our own personal ways of being to be a matter of fact rather than a matter of choice. The research suggests otherwise. Consider that certain skill sets may dictate one's way of being, or the range of choice in that matter, and that those skill sets can be scouted just as surely as can the ability to program in C++. But first, one would have to be looking for such traits and fostering those abilities.

One of the groups doing the research into this notion is [The Talent Foundation](#). They have delineated a group of traits they describe as Emotional Intelligence (EI) that include the motivation to learn, ability to learn, self-esteem, confidence, and a positive outlook, as well as a variety of other traits. Through their research, they have reached the conclusion that these abilities are the ones that make the best employees (and ultimate leaders) but, more importantly, they have concluded that one **can** learn to have a greater level of EI. Having said that, the first step for any organization's human resource leaders is to begin to look for those abilities in their talent pool, to discriminate (perhaps) in favor of those who demonstrate the optimal ways of being, and to begin inquiring into what level of priority these traits and skills should have relative to other job qualifications. Perhaps then, having distinguished some ways of being as job qualifications, the task of undertaking the cultivation of those abilities in current employees becomes more thinkable.

Once training is seen as an option, the floodgates open up with available programs. Ideally, an organization is proactive enough to outsource such training to the right people and provide it to all of their people. However, according to the Talent Foundation, even training undertaken by individuals on their own time, at their own expense, for their own personal (non-work related) issues has a measurable impact on the key factors. Programs that emphasize personal responsibility and leave individuals with an experience of being empowered to make a difference are the ones that were tested and performed well.

Obviously, the impact on the workplace is related to how well employees make the connections for themselves as to where they choose to apply the abilities they develop in outside training. Which brings us back to the original point: If great employees can be cultivated, not just found, then the responsibility lies in large part with management to emphasize the specific skill sets that great employees are expected to have and not to leave those issues in the background to be assumed or, worse, as buried mines that the unsuspecting employee will trip over in time.



Emerald Coast Chapter 2004 Board Members

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Coming Events

Mark Your Calendars!

April 13 11:30 – 1:00	ASTD Luncheon: "A Company Is Known by the People It Keeps"	Craig Taylor * <i>TalentKeepers</i>
May 7 8:30 – 12:30	UWF-FWB Seminar: "Beliefs, Values & Expectations" - \$40 Fee	Contact the Whitman Center at 474-2367
May 11	ASTD Luncheon: "Producing Results"	Amie Devero

11:30 – 1:00	in a Too-Much-To-Do World”	<i>Framework Consulting</i>
June 2 8:30 – 12:30	UWF-FWB Seminar: “Enhancing Your Professional Image” - \$40 Fee	Contact the Whitman Center at 474-2367
June 8 11:30 – 1:00	ASTD Luncheon: “Basic Cartooning for the Artistically Challenged Trainer”	Mike Artell * Author, Illustrator & TV Cartoonist
July 13 11:30 – 1:00	ASTD Luncheon: “Improving the Strategic Relevance of the T & D Professional”	Chris McChesney * <i>FranklinCovey</i>
August 10 11:30 – 1:00	ASTD Luncheon: “Dimensions of Training Quality	Dr. Candy Clemmons <i>University of West Florida</i>
September 14 11:30 – 1:00	ASTD Luncheon: “Show-Biz Training: Tools & Techniques for Engaging Distracted Learners”	Lenn Millbower * <i>Offbeat Training</i>
October 12 11:30 – 1:00	ASTD Luncheon: “The Creative Trainer/Tapping the Brain”	Bob Lucas <i>Presentation Resources</i>

* = Presenter at the 2003 ASTD International Conference

Publicize your events by sending them to Diane Merkel at DDMerkel@cox.net.

Need an exciting, new opportunity? Check our Job Bank at www.astd-emeraldcoast.org.