

THE EMERALD COAST TRAINER



The Newsletter of the EMERALD COAST CHAPTER

March 2004

Juda B. McAdoo
President

Linking People, Learning & Performance

MEMBERS AND GUESTS are invited to a ceremonial ribbon cutting March 9th at 11:00 a.m. (OWCC Gallery, K Bldg.) to mark the beginning of our Chapter membership in the Niceville-Valparaiso Chamber of Commerce. The ribbon cutting will precede the 11:30 chapter meeting. Currently the Emerald Coast Chapter of ASTD (ECASTD) has been recognized by the Crestview and the Walton County Chambers of Commerce as new chamber members. Congratulations to Leigh Grantham, Dr. Rebecca Spence, Dr. Ned Couey, and Pam Thompson for initiating our marketing opportunities with the area Chambers of Commerce!

We had a great turn out of members and guests at our February meeting which included **Dr. Richburg** who extended a gracious OWCC welcome to ECASTD attendees and **Mr. Wayne Harris** who is the Executive Director of the Crestview Chamber of Commerce. Since member participation in our chapter organization is our most valuable asset, please continue to invite your colleagues and other individuals interested in training and development to join us. Also, you can participate by serving on a chapter committee (Membership, Marketing, Scholarship, Hospitality, Awards and Recognition, Programs, Communications) by emailing me at mcadoo@owcc.net or by contacting one of the board members. Committee sign-up forms will also be available on the membership table at the March meeting.

To continue our 2004 chapter program theme ***“linking people, learning and performance,”*** Leigh Grantham, Vice-President of Programs, has scheduled Mr. Eli Munzer, Chief e-Learning Architect, Verizon Advanced Learning Systems, as our March 9th featured speaker and Mr. Craig S. Taylor, Senior Vice-President of TalentKeepers, as our April 13th featured speaker. Munzer’s topic, *“Forging an Enterprise-Wide E-Learning Program,”* and Taylor’s topic, *“A Company Is Known by the People It Keeps,”* promise to be excellent professional development sessions. Plan on attending both of these sessions and network “yourself” and “your business” with other attendees.

NEW ITEMS: A TRAINING RESOURCE TABLE will be available at each meeting for members to advertise their business, and you may request a Chef’s Salad in lieu of the buffet luncheon. Simply email me by noon Friday to request the salad. The luncheon price will be the same: \$10 for members and \$15 for guests.

[Juda B. McAdoo](#)
President

Forging An Enterprise-Wide E-Learning Program

When?

11:30 a.m. – 1 p.m.
Tuesday,
March 9, 2004

Where?

OWCC,
Niceville Campus
Building K, Gallery

Cost

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

RSVP

No later than noon
March 5, 2004
To Pam Thompson
[pthompson@
jobsplus02.com](mailto:pthompson@jobsplus02.com)
or
(850) 833-7587 x252

Eli Munzer Verizon



Munzer's presentation will cover the many Verizon Communications e-Learning challenges, including advice on the most critical steps to success and pitfalls worth avoiding.

Also:

- **How do you meet the needs of diverse, nationally distributed employees?**
- **How do you convince potential business partners and sponsors to invest the capital necessary for building an e-learning infrastructure?**
- **How do you broaden the perspective of stakeholders still focused on conventional training?**

Six of Munzer's twenty years of systems development experience have been dedicated to electronic training/performance support systems. He is responsible for the design, development, deployment/integration and support of Verizon's multi-pronged approach to its overall e-Learning vision. Munzer has a Bachelor of Science degree from Baldwin Wallace College in Ohio and an MBA/MIS degree from the University of South Florida, where he teaches graduate classes and consults in the design of graduate curriculums.

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VACATION RENTALS & REAL ESTATE SALES



and the Emerald Coast Chapter of

Volunteer Opportunities

Emerald Coast Chapter Committees

As with any organization, the success of our Chapter is dependent upon the talents of our members. Many thanks to **Susan Van Buren** for compiling the following list of committees and their respective volunteer opportunities. Most of the opportunities do not require a lot of your time, but your time will significantly benefit the Chapter.

Membership

Chairperson: VP of Membership

Develops and implements recruiting plans and programs designed to promote the Chapter and increase membership. Volunteer positions include area chambers of commerce representatives; monthly program guests and new member follow-up coordinators; or monthly program membership table representatives.

Programs

Chairperson: VP of Programs

Coordinates and facilitates programs and events to meet the professional development needs identified by the membership. Volunteer positions include coordinating the logistical support required for any programs or professional development events or serving as host for guest speakers before and during program events.

Hospitality

Chairperson: VP of Hospitality

Coordinates events and ensures that members and guests feel welcome. Volunteer positions include serving at the registration table during monthly or special programs; sponsoring new members to welcome them to the chapter; or facilitating networking activities at monthly and special programs.

Communications

Chairperson: VP of Communications

Develops and implements programs to keep the members and community informed of the plans, programs, and achievements of the Chapter and its membership. Volunteer Positions include reporting on monthly or special programs for the monthly e-letter, contributing professional development articles for the monthly e-letter; photographing chapter events and meetings; or assisting with the maintenance of the chapter website.

Recognitions

Chairperson: Immediate Past President

Develops and implements the Chapter's awards and recognition program to ensure that members, volunteers, and area organizations who contribute to the success of the Chapter and the industry are recognized for their contributions. This committee solicits and awards scholarship requests throughout the year, and it solicits, screens, and recommends chapter awards during the months of October and November for presentation by the Board of Directors at the December meeting.

Craig R. Taylor
April's Speaker

The Tides of Talent

Every day when you arrive at work there are people you wave to, friends and colleagues you chat with, and many others with whom you exchange polite greetings. Some you know well, others are simply familiar faces, and many you do not recognize at all. You see them in the lobby, on the elevator or loading dock, settling into their offices, cubicles, and myriad workplaces that make up the diverse world of work.

Sometimes you wonder, who are these people? What attracted them to work here? How long will they last? Perhaps you think about the customer service rep you used to see occasionally. She learned quickly and was friendly, but she moved on to another job elsewhere.

Like the ocean, the workplace is in constant motion: the tide of people ebbs and flows. For the most part, this constant movement of people is relatively smooth and even somewhat predictable. But just as the phases of the moon and changing weather affect the tides, many forces attract people to workplaces—or drive them away. Understanding these forces, learning more about why people move from job to job, and what causes this movement can provide invaluable visibility into the dynamics of your workplace.

Why people join an organization, what motivates them to stay, and what may prompt them to leave are questions at the very heart of performance and learning strategies. Productivity, customer service, quality, sales performance, and, above all, profitability are directly affected by the commitment, competence, and experience of workers. The constant churn in talent that many organizations are facing undermines all of those things. And it's going to get worse.

According to childstats.gov, in 1964 the percentage of children in the U.S. population under the age of 18 was 36 percent. By 1999, that number had dropped to 26 percent and will continue to fall until at least 2020. Forecasts from the U.S. Bureau of Labor Statistics indicate there will be 151 million jobs in the United States by 2006, but only 141 million workers.

A new, little discussed unknown affecting the American workforce is the long-term impact on the supply of international workers since passage of the Homeland Security Act of 2002. It's clear that the relatively free-flowing movement of workers, both hourly and professional, across U.S. borders will inevitably slow as people are viewed with more scrutiny in the context of national security. These workers helped fuel many industries and jobs, including high technology, throughout the past decade.

Many studies provide an abundance of data that all points in one direction: In the future, there will be fewer workers to go around. Every organization will find it necessary to redouble its efforts to attract and, most important, keep talented employees. Unavoidable population demographics will mean that in the battle for talent, there will be winners and there will be losers.

New research is shedding light on employee movement. Why people join organizations, what motivates them to stay, and the primary drivers that cause people to

leave can help performance and learning strategists better determine the design of everything from orientation programs to e-learning content to leadership development.

TalentKeepers, an employee retention company based in Orlando, Florida, conducted a U.S. survey of 4299 workers to better understand the drivers behind joining, staying, and leaving jobs. The survey measured these factors:

Organization issues, such as compensation, benefits, career opportunity, and company reputation

Job issues, such as work schedules, opportunities to learn new skills, and challenging work

Leader issues, including the degree to which leaders make employees feel valued and whether the leaders are trustworthy, good motivators and coaches, and flexible in solving problems.

What attracts people to an organization is often quite different from what causes them to stay or leave, according to the findings. Organization issues, followed closely by job issues, was most often cited as the reason people joined their present employer. Leader issues were a distant third. That makes sense, given that we usually know less about our supervisors or managers when we begin a new job than the pay and benefits. The latter are actively marketed and communicated to job candidates and well understood.

But the issues reverse after as little as three months on the job. Leaders issues then become the most powerful contributor to why employees report they stay and also become the primary driver that might make them leave.

One respondent said, "Mistrust, integrity, and inconsistent application of corrective action within the team would make me leave." Said another, "Working with a supervisor who doesn't allow room for growth and uses his or her title to intimidate all of his or her direct reports would prompt me to leave."

A jolting outcome of this study highlights the risk that many employers will face when the economy improves, which it always does. Employees with low job satisfaction are most at risk of voluntary separation. Couple that with the finding that overall job satisfaction during the last six months of 2002 decreased for 43.7 percent of the survey respondents. Many of these employees will become turnover statistics at the first sign of opportunity. What looks like loyalty to an employer may feel "locked-in" to the employee, and the first opportunity to leave looks like freedom.

Another study, the Pennington Performance Group's 2003 Workplace Forecast, puts it this way: As the economy picks up, "it will be payback time for the poor treatment of employees. Star performers who survived the carnage of layoffs will once again have plenty of options. They will remember how their employer treated them and their coworkers, and they will leave."

Longitudinal research on employment patterns reveals what most experts agree are three fairly definable periods in the employee lifecycle, in which the risk of voluntary turnover is highest.

Phase 1. The initial 30 to 60 days in a new job is the first critical period for people and employers, and the first phase in which turnover is a risk. Remember what that's like? Acclimating to a new organization, to a new culture, and, crucially, to a new leader is often challenging in the best of circumstances. When it goes poorly, the employee and organization lose time and potential.

Financially, this period is the easiest to quantify, and the easiest to design solutions for. Costs associated with this period are usually limited to recruitment and hiring expenses—such as advertising, testing, interviewing, and selection, plus orientation programs and phase 1 job training. Yet, this figure continues to rise.

The Saratoga institute, a subsidiary of Ft. Lauderdale-based Spherion and recently acquired by PricewaterhouseCoopers, conducts some of the best-known annual human resource benchmarking research. In the most recent study, which included 820 U.S. companies, “The cost to hire a new employee rose an average of 33 percent since 2000,” says Barbara Davison, Saratoga’s vice president of corporate development. “That’s the largest increase we’ve seen in many years.”

Training plays a critical role in this early phase. “Turnover cost models today must include the learning curve,” says Davison, who adds “the learning curve must be shorter now.” Learning and training organizations are under considerable pressure to optimize the performance of new employees. Increased financial pressure, plus the growing application of better tools to measure training progress and outcomes such as those provided by e learning, often put training in the white-hot spotlight. Time-to-productivity measures now are expected to be “two to three months, as opposed to the six months it used to be,” notes Davison.

Phase 2. For those employees who successfully assimilate and go on to perform well, another juncture comes after one year to 18 months. People have made it through the anxiety of assimilation, and productivity is up. But expectations also begin to rise. In this period, employees start seeking more responsibility, and growing with the organization becomes a real possibility.

Phase 3. After about three years, expectations of career growth emerge again, prompting self-assessment weighed against organizational realities. For many workers, it’s a time to recommit or move on. And many factors influence that decision.

As an employee’s experience grows, so does the cost of losing him or her. Less tangible, yet more critical costs now become a major part of the equation. Product knowledge, an understanding of systems and processes, the application of methods and protocols, sales and service skills, and countless other details become part of the employee’s corporate memory and skill set. Research proves that this cumulative knowledge and experience manifests itself in high productivity, more sales, greater customer satisfaction and loyalty, fewer errors and injuries, and less absenteeism. The loss of experienced talent is a performance and financial drag on an organization, and an emotional drain on its employees.

The rise of the free agent workforce is an employment trend familiar to many of us. Temporary contract workers, freelancers, and independent professionals and consultants have long been a part of the working landscape. Free agents became more popularized during the rapid growth of technology jobs in the 1990s and are now represented in virtually every employment sector. Though the

Free Agent Nation failed to materialize, as some predicted, the trend continues to grow. A new study by Kelly Services, a US\$4.3 billion human resources solutions firm based in Troy, Michigan, confirms it: Free agent workers now represent 28 percent of the U.S. labor force; that’s a 25 percent increase since Kelly’s first U.S.-wide study in 1998.

Certainly, some people took the free agent route because of the current economy and job market, and they’ll likely secure more permanent jobs when the economy recovers. But overall, these are confident workers who choose this employment lifestyle. According to Kelly’s study, 93 percent believe that the demand for their skills is moderate to high; 43 percent report that their workloads have increased over the past year. That’s in spite of the economic doldrums.

“More people want a flexible lifestyle,” says Jim Tanchon, Kelly Services’s senior vice president of global sales. Driven partly by recent events, “People are looking for balance now. People are more aggressive,” he says, in finding a work-life [balance] that meets their needs and values. Many of these “fleet-footed people,” as Tanchon calls them, now view jobs as a “portfolio development strategy. It’s a chance to learn and develop new skills.”

With many people becoming more loyal to their careers than to their employers, it’s still unclear what long-term impact that will have in the workplace. But increased employee churn is likely one result. Heightened awareness and strategies to tackle the churn will be essential for all employers.

In the Saratoga study, the key to retaining talent points towards leaders. In evaluating the reasons for controllable turnover, “Poor management still tops the list as the number 1 reason for leaving a job,” says Davison. Number 2 is better pay and benefits, but Davison believes that may be a smokescreen for the real reason—ineffective leaders. With leaders as a key driver of employees’ decision to stay or leave, what should supervisors, managers, and other leaders do to improve an employee’s intent to stay?

In another study by TalentKeepers, conducted early in 2003, 1380 U.S. workers, who were new to their jobs and therefore unbiased by current leader behavior, were asked to rank several leader characteristics. In order of importance, new employees say they most want a leader who

- creates a sense of trust with team members (is a trust builder)
- practices two-way communication by sharing and asking for information (is a communicator)
- believes in the importance of employee retention and has the expertise to retain team members (practices retention skills)
- recognizes and takes into account the needs and views of each team member (is flexible).

Those findings substantiate that employees want leaders whom they can trust, who communicate with them and know what it takes to keep them, and who are flexible in how they work with employees.

Changing jobs is usually a disruptive process, even for experienced employees. Generally, people prefer to stay put but need their leaders to create a climate and culture that make staying worthwhile. Leaders need to be trained to pay close attention to how people are feeling about their work and to take proactive steps to keep talent from walking out the door.

Saratoga's Davison describes it this way: "Lack of management training is the key issue. A lot of organizations have put managers through soft-skills training, but they're not developing compassionate managers. Managers who are more understanding create a better place to work, which is key to retention." She adds, "Organizations need a strong, sturdy retention program or they will lose their key talent."

Anxiety over the economy, potential (as of press time) war with Iraq, and massive layoffs by many big companies may be only temporarily masking a talent time bomb for a lot of organizations. Even now, many companies face talent shortages driven by employee churn, and that

should give a lot of training and HR professionals the jitters. High tides conceal much of what lies beneath the surface.

As every boater knows, it's always preferable to comfortably ride the tides in and out than it is to be surprised by low tide, leaving you stuck on the bottom, unable to move. Winners in the battle for talent will be those organizations that understand the causes of employee movement and that take action now to create solutions.

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| Coming Events Mark Your Calendars! | | |
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| March 9 11:30 – 1:00 | ASTD Luncheon: "Forging an Enterprise-Wide E-Learning Program" | Eli Munzer <i>Verizon</i> |
| March 19 8:30 – 12:30 | UWF-FWB Seminar: "Generations at Work" - \$40 Fee | Contact the Whitman Center at 474-2367 |
| April 2 8:30 – 12:30 | UWF-FWB Seminar: "Conflict Resolution" - \$40 Fee | Contact the Whitman Center at 474-2367 |
| 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 11:30 – 1:00 | ASTD Luncheon: "Producing Results in a Too-Much-To-Do World" | Amie Devero <i>Framework Consulting</i> |

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