



ASTD Releases 2005 State of the Industry Report

As organizations face stronger global competition, business leaders recognize that employee learning and skills development is more important than ever to grow and sustain a competitive advantage. According to its *2005 State of the Industry Report*, ASTD reports that U. S. organizations are investing more in employee learning and technology continues to play a major role in delivering learning to the workforce. This increase in expenditure is accompanied by better accounting and governance of learning investments.

The 2005 report includes current and historical trends in employer-provided training,

with data from 1999 to 2004, and projections for 2005. Two hundred and eighty-one (281) public and private U. S. organizations of varying sizes and industries submitted data to ASTD's Benchmarking Survey (BMS) in 2004 detailing how they invest in and deliver learning to their employees. The report also includes data from the 2005 ASTD BEST Award winners. The BEST Awards recognize organizations that connect enterprise-wide learning to organizational performance.

"The perception of the value of learning in driving organizational performance is increasing, as is the level of investing



Report shows increase in annual training expenditures as well as employee formal learning hours.

in learning," said Brenda Sugrue, Senior Director of Research for ASTD and author of the report. "More so than ever before, an organization's learning function is being run like

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- 50% of U. S. workers distrust corporate leadership. *Page 2.*
- ASTDBR planning for 2006. *Page 3.*
- Acceptance of value of online degrees. *Page 6.*

ASTDBR Elects 2006 Leadership Council

The 2006 slate of officers was unanimously approved at the ASTDBR October meeting. Elected to one-year terms were: Carrie Miller, President; Sandy Michelet, President-Elect; Jennifer Ledet, Secretary; Doug Bordelon, Treasurer; Dwuena

Wyre, Vice-President of Programs; Melissa Babcock Argrave, Vice-President of Marketing and Membership; Kimberly Seeger, Vice-President of Publications; and Pammi Bains, Vice-President of Hospitality. Khanh Bui remains on the

Council as Past-President, and Charnell Westerman remains on the Council with her acceptance of a staff position as Administrator. Look for bios on the 2006 Board in the first quarter '06 *Impact*.

A Message From the President

I was hoping that my last message would have something to do with training. However, given the circumstances of this year's hurricanes and their effect on our state, I wanted to take this opportunity to make an observation as my last message.

"It was the best of times; it was the worst of times."— **A Tale of Two Cities**, Charles Dickens

This quote from Charles Dickens' acclaimed book, **A Tale of Two Cities**, is poignant in describing the situation of our state for 2005. Our state faced hurricanes that devastated our homes and cast out our

citizens. Many left to seek shelter and a new life in other states never to return. Many see that this is a bad thing.

When I was 7 years old, I had to leave my country and start a new life with my family in the United States. It was the worst of times for my family. We were told that we would never be able to return. To leave our country and culture, with which we were familiar, was a tough thing to do.

Thirty years have passed. Since then we have worked, contributed and added to this country's culture. Many of our friends, neighbors, and coworkers can't

imagine life without us.

Many Louisianans will bring the richness of Louisiana's culture to the states and cities in which they are currently dwelling. Soon many states will experience Louisiana's cooking, culture, friendliness and zest for life that



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Khanh Bui
Chapter President

Jack Zenger: Make Leadership Development Pay Off (NOW!)

At the ASTD Leaders Conference, Jack H. Zenger keynoted *How to Make Leadership Development Pay Off Now*, asserting that if Leadership Development does not get results in the short term it certainly won't in the long term. Zenger said that Leadership Development is a critical issue for most firms, citing research finding that 50% of U. S. workers and 2/3 of Europeans distrust their corporate leaders. This research is outlined in detail in his book **The Extraor-**

dinary Leader: Turning Good Managers Into Great Leaders (McGraw-Hill, 2002). It is not surprising to see research affirm that extraordinary leaders are much better at holding on to their people, that the most effective leaders create satisfied customers, or that great leaders generate much higher income for their organizations. However, the difference between a good leader and a great leader in an organization proved significant. Zenger said,

Sixteen competencies consistently arose across the organizations whose leaders made a real difference....

"Organizations don't need leaders just to be adequate. Extraordinary leaders make an enormous difference in an organization's performance."

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ASTD Announces BEST Award-Winners

The 29 BEST Award Winners for 2005 represent six countries.

Selected by an advisory committee of Chief Learning Officers and experts in learning and performance, the winners are: Caterpillar Inc. (IL), HP (CA), EMC Corporation (MA), ICICI Bank Limited (India), IBM (NY), GENPACT (India),



Photo and caption

Israel Discount Bank Ltd. (Tel-Aviv), Johnson Controls, Inc. (WI), TATA Consultancy Services Ltd. (India), Capital One Financial Services, Inc. (VA), St. George Bank Ltd. (Australia), MultiCare Health System (WA), Reliance Industries Ltd. (India), The Schwan Food Co. (MN), Portland General Elec-

tric Co. (OR), Booz Allen Hamilton (VA), QUALCOMM (CA), Lockheed Martin (MD), Wipro Technologies (India), Check-Free Svcs. Inc. (GA), Intel Corporation (CA), Merck & Co. Inc. (NJ), Barclays Bank (United Kingdom), TELUS (Canada), Deloitte & Touche USA LLP (NY), Colorado Springs Utilities, Equity Residential (IL), Toshiba America Business Solutions (CA), and Computer Sciences Corp. (VA).

Incoming Leadership Attends ASTD Leaders Conference

The ASTD Leaders Conference (ALC) is an annual gathering of 300-400 leaders from ASTD's 140 chapters. They gather to share what's working, meet colleagues, learn about ASTD resources, and plan the coming year. Many chapters, including ASTDBR, use this conference as a key component of leadership development and strategic planning.

Thanks in part to waived registration fees for Leadership Council members by ASTD, ASTDBR sent five incoming members to the 2005 ALC. Carrie Miller, Sandy Mich-

ellet, Melissa Argrave, Dwuena Wyre, and Charnell Westerman attended the ALC November Conference and Pre-Conference November 3-5. ASTDBR began strategic planning for 2006 at the conference, followed closely by a Board Retreat in Baton Rouge on November 9th.

ALC participants leave the conference with a wealth of resources, not the least of which is the opportunity to network with workplace learning professionals from all across the country. The incoming leadership is excited about sharing with the membership

through the Impact, website, and programs in the coming year the valuable personal and professional development information we've received from ASTD at the Annual Leaders Conference.



President's Message, Continued

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seem to be everyday occurrences in the south.

"We were told that we would never be able to return..."

~ Khanh Bui

In a few years, many neighbors, friends and coworkers from different states will find it hard to imagine life without these Louisianans.

May 2006 bring the best of times for everyone!

3Q Financial Report

Income:	\$4,556.93
Expenses:	\$4,030.44
Total Chapter Assets:	\$16,966.10

Figures indicate balances on September 30, 2005. If you have questions about ASTDBR Finances, please contact our Treasurer, Kimberly Seeger, at kseeger@eatel.net.

Membership Report

Total Members — 87

Your 2005 ASTD Baton Rouge Chapter leadership team would like to thank you for your commitment and participation this year. We also desire to continue offering you valuable services. With that in mind, many thanks also to those of you who provided us your input by completing our Membership Survey so that we may be more responsive to your needs. Feel free to continue to provide feedback year-round. E-mail addresses for Leadership Council Members may be found at <http://www.astdbr.org/aboutus.htm>.

ASTD 2006 International Conference & Exposition

"BIGBUCKS" means BIG SAVINGS! Jack Welch, the authors of Freakonomics, 300+ sessions, and BIG TEXAS flare.. ICE has it all this year! Use source code **BIGBUCKS** and receive \$100 off your registration when you register before December 31, 2005.

Remember, when registering for ICE, purchasing books, or spending any money at the ASTD Store, use the ASTDBR Chapter Code CH7121 to reap benefits for our Chapter!

State of the Industry, continued from page 1

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any other business function with increased attention on operational efficiency, accountability, and connection to organizational strategy,” she said.

Highlights from the ASTD 2005 *State of the Industry Report* include:

- The annual training expenditure per employee increased to \$955 per employee, up from an average of \$820 per employee in 2003 and 2002. (This increase reflects in part better accounting of training expenditures.
- Employees are receiving more hours of formal learning — 32 hours per employee in 2004, up from 26 in 2003
- Average expenditure as a percentage of payroll remained steady at 2.34%
- Training delivery via learning technologies increased to 28% in 2004, up from 24% in 2003.
- In all categories of organizations that provided data for this report, profes-

sion-specific or industry-specific content was allocated the most learning content in 2004, followed by managerial/supervisory training and business processes.

An executive summary is available at www.astd.org. ASTD members may download a free copy of the full version; non-members may purchase at www.store.astd.org. ASTD acknowledges Intel, Microsoft, Thomson NETg, and Wilson Learning for sponsoring the 2005 *ASTD State of the Industry Report*.

Become a Certified Training Professional

The University of Southern Mississippi Workforce Training and Development & the Jack and Patti Phillips Workplace Learning & Performance Institute present a Training and Development Certificate Program for Human Resource Development Professionals. This program is endorsed by ASTD and its local chapters in Baton Rouge, New Orleans, and Mississippi as well as by the Gulf Coast Safety & Training Group.



Jack and Patti Phillips
Workplace Learning and Performance Institute

The program enables a participant to become a certified training professional, experience diverse learning styles, learn how to improve the performance of individuals, enhance the work process, strengthen the organization, and identify processes that produce effective results.

The next program begins in February 2006 in Jackson, Mississippi. Additional opportunities will be offered beginning in March and again in September. For more information, contact Dr. Heather Annulis, WLPI Assistant Director and Assistant Professor by e-mailing heather.annulis@usm.edu or calling 228-214-3348.

Incoming ASTD Presidents



Incoming ASTDBR President Carrie Miller and President-Elect Sandy Michelet had the opportunity at the ASTD Leaders Conference to network with incoming national ASTD Board President Kevin Oakes. Oakes is President of SumTotal Systems in Bellevue, Washington. Oakes presented to the ALC a vision of technology enabling CEO's to use training as a lever for change and the evolution of the use of Learning into a Mission Critical Objective.

Leadership Development Now, continued

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“There was no significant difference between the amount of compensation and results; the biggest difference depended on employees’ relationships with their managers.” Including but not limited to a data set of 200,000 evaluations on 20,000 leaders, 16 competencies consistently arose across the organizations whose leaders made a real difference. The competencies are: develop strategic perspectives, champion change, network, drive for results, establish stretch goals, take initiative/responsibility for outcomes, display high integrity/honesty, technical/professional expertise, solve problems and analyze issues, innovation, practice self-development, communicate powerfully and prolifically, inspire/motivate others to high performance, build relationships, develop others, and collaboration/teamwork. Zenger says that in the past, most development was designed to give new leaders knowledge and skills to survive and improve leaders with average performance. He proposes, rather, expanding strengths, not correcting weaknesses. He notes that the largest opportunity is working not with the underperformers but with the good to make them great. He asks, “Which is better, setting a great target and missing it, or setting a mediocre target and making it?”

Published quarterly by the ASTD Baton Rouge Chapter, a non-profit organization, **IMPACT** presents issues, opinions, and news of interest and value to individuals in organization and human resource development. Letters to the editor, guest contributions, and advertisers are welcome. Submissions may be sent to VP of Publications, Melissa Babcock Argrave, at mel79mba@aol.com. The deadline for all submissions is the first Friday of the second month of each new quarter. Submissions received by the deadline in accordance with

Research from the Corporate Leadership Council and Zenger/Folkman has led to the development of these principles:

1. Expand Leaders’ scope of authority. Allow them to make more and bigger decisions, to make and learn from mistakes. Almost all learning involves the opportunity to make mistakes.
2. Leaders need a personal development plan, even if improving on only one thing. Zenger says getting better at just one skill lifts a lot of others.
3. Leaders should focus on developing their strengths, as they are defined by the strengths they possess. George Washington was only really good at three or four things. Leaders need not try to be perfect at everything.
4. Leaders gain from **formal development**. Key is use of highly engaging learning methods and making learning experiences immediately applicable and practiced within two weeks.
5. Use a non-linear development approach and cross-training. Empirical evidence shows that companion behaviors enable development to take place at an accelerated pace. (i.e. Assertiveness was found to be a companion behavior to integrity.)

publication standards will be placed in the following quarter’s newsletter.

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6. Leaders benefit from leadership forums.
7. Action learning projects are a powerful way to build learning into work. Military-designed “after action reviews” are good examples of ways to ensure that people learn from their successes and failures.
8. Use senior executives for mentoring. Having senior leaders meet with aspiring leaders to share examples from their experience is a powerful tool. “Corporate cultures are designed by the stories people tell,” Zenger says.



Jack H. Zenger
Co-founder and CEO
Zenger/Folkman

Zenger concluded, “Of all the issues involved in making leadership development pay off, the single most important one is follow-up. If organizations apply these principles and actions, leadership development will pay off handsomely.”

Jack H. Zenger, a member of the HRD Hall of Fame, is CEO of Zenger/Folkman, a firm that combines consulting, leadership development programs, and software tools to enhance the implementation of all learning and development. He and his wife, Holly, reside in Midway, Utah.

and development issues, not to provide specific professional advice. Before you act on any information contained in either our newsletter or our website, the chapter highly recommends consulting an expert on the subject. The chapter will not be responsible for any error or omissions transmitted by its newsletter or website, nor will it be responsible for opinions expressed by members, guest speakers, or contributors to the newsletter or website.

How to Write a Great Sales Letter — When You Hate to Write

I can sit here all day giving you tips and hints on headlines and phrases that sell. But none of it will do you any good if you just plain hate sitting down at the keyboard.

If you can't stand writing, you're in good company. Most of us feel the same. I once asked a high school English teacher how many of her 300 students liked to write. "Oh, about 9 of them," she said.

Everyone from Mark Twain to Bart Simpson has faced a blank sheet of paper for hours with no idea of what to put on it. Well let me give you a few ideas from my office of professional writers. In the world of non-fiction writing, being a professional doesn't necessarily mean being a great writer. It does mean you have to be able to conjure up great copy every single day, even when you don't feel well or aren't in

the mood.

The first step is just to get something on paper — anything! And I do mean anything. Just start writing down whatever comes to mind. If you can't think of anything, write "I'm sitting here and I can't think of anything to write."

Yes, that sounds pretty stupid. But it's exactly the technique a lot of top writers use to get the creative juices flowing. Next you'll find yourself typing "I need to write a sales letter to promote my new software. It's software to help people get organized. Most people have lots of information, but they can't remember where they put it. This software has people organize their information in a system that makes it super easy to find, in just seconds."

Wow! You're writing, you're telling your

story, and best of all, you're not worrying about being bad because you know you can go back later and change it all.

One top writer copies and pastes favorite lines from other sources (like the client's website.) Then she rewrites those sections in her own words so that they are completely original. That's enough to get her going. Next she fills in additional fresh copy between the blurbs she has already completed. Even on days when she would rather be anywhere but behind a computer, she cranks out first rate copy in record time.

Another method is to just start talking. Talk into one of those little tape recorders you get at Radio Shack. Pretend you're telling your best friend, your mother, or Paris

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Continued Growth for Higher Education in Corporate Learning

ASTD and Capella University, a leading online university, recently partnered to identify perceptions of senior learning executives about the role of online higher education in corporate learning. In the study, 151 learning executives were asked 12 questions concerning "educational opportunities including degree and training programs provided by accredited colleges and universities, either entirely or partially, via the Inter-

net." Eighty-one percent of respondents believe the role of online higher education will increase or stay the same in their company within the next two to three years. Only two percent believe it will decline. Increasing the range of learning opportunities provided to employees and increasing employee satisfaction and retention were cited by respondents as the top two driving forces for businesses' use of online higher edu-

cation. The top-ranked influencing factors for selecting an online education provider were accreditation, reputation, and cost. Nearly half of all respondents indicated that an online degree is as valuable or almost as valuable as a degree from a land-based institution. The full report is available at www.astd.org and www.capella.edu.

Writing, continued from this page

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Hilton all about your big idea. Go into all the details. Talk it all out. Later, go back, listen, and take notes. Your notes will be the start of your e-mail message.

Don't type very well? 60 percent of North Americans can't type. Hunting keys often makes writing frustrating if not impossible. Follow in the tradition of a great many very famous writers. Pick up a cheap ballpoint

pen and write down your ideas with the good old handwriting you learned in second grade. Then have someone type it up.

The key is to just get something, anything, on your computer screen or on paper. Once you have that, start to edit. The copy will take on a life of its own and the writing will come easier. Or, simply hand your first attempts to a professional writer.

Most can churn your notes into polished copy faster and cheaper than they can write entirely new copy.

When Kevin Nunley sat down to write this article, he stared at a blank screen for about 15 minutes. Then he used some of the methods described above to quickly create the article you just read. You can do it, too. Write something today. OR, get Kevin to write it for you at <http://DrNunley.com/copywriting.asp>. Reach him at Kevin@drnunley.com

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2005 ASTD Business Overview

At the 2005 ASTD Leaders Conference, President and CEO Tony Bingham presented the ASTD 2005 Business Overview. Strategies for 2005 included:

- “Rooted” — create, aggregate & disseminate world class content
- “CANI” (Constant and Never-Ending Improvement) — enhance value proposition and market position
- “Grow” membership
- “Lead” — leverage ASTD’s leadership globally; define & lead the profession, and
- “Care” for our people — employees, professionals, customers...

Bingham reviewed the approaches and measures for each. In particular, Tony said that ASTD now has 30 content channels, which is important because ‘The core of ASTD is the quality of its content.’ One goal is to identify new content, not necessarily only create it, and deliver it through engaging and usable technology, referencing Google as an on-demand learning tool. Goals for 2006 include Wiki on AOE’s and Infoline. “Wiki” is simply a piece of server software that allows users to freely create and edit Web page content using any web browser. What is exciting about Wiki is not only the speed of updating but the success of self-policing. Tony said the average time to correct an error on Wikipedia (the free online encyclopedia that anyone can edit) is two to seven minutes! (See box on this page, “Why not Wiki?”)

Tony then highlighted “hits” and “misses”. Although ICE (International Conference and Exposition) attendance and revenues were down in 2005 and each anticipated ROI one-day conference was cancelled, the “hits” greatly outweighed the “misses”. ASTD is projecting to have its second best revenue year in history. Most projects including Certification Strategy, Technology, Business Acumen (workplace learning professionals using the language and objectives of business) and Staff Development are on plan. To assist local chapters, the Customer Billing Service has been launched and the new web portal is ready, paving the way to assist local chapters with membership marketing, education, chapter recognition and monthly updates to chapter leaders in 2006. For example, one goal is to roll out ASTD Connect to the entire membership for social networking power.

Tony concluded by reminding us that the profession is driving change and we are the change agents. Tony asserts, and the ASTDBR Leadership Council members in attendance left the ALC believing, that ASTD is positioning for a very bright and meaningful future.



Tony Bingham
ASTD President/CEO

WHY NOT WIKI?

If you haven’t yet experienced Wiki-ology, here are some places to learn more.

First of all, why not visit **Wikipedia**, the free online encyclopedia that anyone can edit? See: http://en.wikipedia.org/wiki/Training_and_development for a quick link to its information on Training and Development. It is listed as a topic in the broader field of Organizational Development. A quick surf up to Organizational Development provides definitions, important figures, additional related topics beyond T & D (ex. Employee Research, Succession Planning, etc.), placement of the field in context to related fields, milestones in the field, and links to professional associations such as ASTD. Returning to the T & D page, a quick drill down reveals information on classroom training, teletraining, teaching method, instructional design, instructional animation, e-learning, organizational learning, and knowledge management. This is a good exercise in learning the way around a Wiki site.

Ready for more? A quick Google search reveals numerous Wiki sites, including even a Katrina Relief Wiki at <http://katrinahelp.info/wiki/main.html>. Workplace learning professionals note, a main story on the Katrina Wiki is “**Federal Government will Pay to Train Construction Workers in Mississippi and Louisiana.**”

Wikinews at <http://en.wikinews.org> offers good advice for the novice Wikiphile. In Wikinews (and Wiki sites in general), “as well as starting your own articles, you can edit any page you see... Anyone can contribute, and articles are written collaboratively for a global audience.” Wiki guidelines include neutrality and fairness and citing references. Articles include those written using information from other online news sources (providing a combined view of the facts) and articles written by original reporting. According to Wikinews, “articles are a collaboration. No one person is the ‘author’, and everyone is free to edit any articles, so long as the changes don’t contravene our guidelines.” Wikinews is not a forum for opinion or editorials. “If you want to tell the world what you think, try blogging,” says Wikinews.

Will ASTD go the way of the Wiki in 2006? Looks likely. But why wait? Why not learn how to Wiki now?



American Society for Training and Development
Baton Rouge Chapter

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ASTD is a leading association of workplace learning and performance professionals, forming a world-class community of practice. ASTD's 70,000 members and associates come from more than 100 countries and thousands of organizations — multinational corporations, medium-sized and small businesses, government, academia, consulting firms, and product and service suppliers.

National Mission Statement: Through exceptional learning and performance, we create a world that works better

Chapter Mission Statement: The mission of the Baton Rouge Chapter of the American Society for Training and Development is to promote and advance the growth, competence, effectiveness, and visibility of individuals involved in education, training, and human resource development or closely related fields.

Who We Are

We provide resources for professionals — research, analysis, benchmarking, online information, books and other publications.

We bring people together — in conferences, workshops, and online

We offer professional development opportunities for learning and performance practitioners.

We are the voice of the profession — the workplace-based view on public policy inside the United States, providing the media with insight into trends affecting workplace learning and performance, and forming alliances with companies, governments, and educational institutions around the world.

We recognize and set the standard for best practices.

ASTD celebrated its 60th anniversary in 2004. The seeds of the organization were sown in New Orleans during a training committee meeting of the American Petroleum Institute in 1942. The United States was at war, and training was critical to meeting the needs of increased production and replacing workers gone to war. The following year, a group of 15 “training men” met in Baton Rouge for the first board meeting of the American Society of Training Directors. They began to think on a national scope and became the nucleus of a truly national group, which convened the ASTD membership for the first time in Chicago in 1945. Other local, regional, and industry-specific training groups gradually aligned with the new ASTD. At the 1946 convention, ASTD adopted a constitution that set as its goals: to raise the standards

and prestige of the industrial training profession and to further the professional’s education and development.

Those goals have remained part of ASTD’s mission, even as the profession evolved and needs changed. Reflecting that progress, in 1964 the association changed its name to the American Society for Training and Development. In recent years, ASTD has widened its focus to connect learning and performance to measurable results. In 2000, the organization chose to refer to itself just by the letters ASTD, to recognize that the profession looks far beyond training in its quest to “create a world that works better”.