

INTELLIGENCE

Are We OK?

By Eva Kaplan-Leiserson

Up to 40 percent of U.S. workers are anxious and distracted by current events, find studies by the Herman Group and O.C. Tanner. What can the training function do about that statistic, especially in this age of return-on-investment? If you can't prove that your courses make or save money, they're

often not funded. But perhaps there's another kind of return that companies might consider: E-ROI, emotional return-on-investment.

Stress management courses are just a beginning. What ideas do you have for reducing worker anxiety and increasing productivity? Email me at

ekaplan@astd.org, and I'll run a sampling of your thoughts.

In the meantime, here are resources that can help you help workers.

Mental Health and Productivity in the Workplace. This new book should be a staple on every HR and training

A case for emotional ROI and resources for workplace mental health.

manager's bookshelf. In addition to offering information on such clinical topics as anxiety and stress, depression and burnout, and alcohol and drug use, the book covers organizational issues such as executive development, change, and office politics. Throw in workplace violence, job loss, and emotional crises, and it's hard to imagine finding a more complete workplace mental health manual.

The National Partnership for Workplace Mental Health. This collaboration

<» www.workplacementalhealth.org

between the American Psychiatric Association and U.S. employers aims to serve as an information and training clearinghouse to "enable employers and employees to succeed in the face of disaster, trauma, terror, and uncertain economic times." The site provides resources and tools, as well as a quarterly publication.

Mental health solutions kit.

This online kit <» www.horizoncare.net/hbs/mental_health_solutions.html put together by Horizon, an employee assistance program supplier, provides mental health tips, stress and depression checklists, an employer newsletter, and more.

Executive Update: Six Ways Leaders Sabotage Themselves

To improve leadership in an organization, execs should look inward, says change management expert Morrie Shechtman. Here's how leaders often get in their own way.

1 Living by the theory of scarcity rather than plenty.

Leaders who believe in scarcity select opportunities that may not fit with their organization's values and vision, thinking that's the best that will come along. Believing in plenty means making discriminating business choices that are good for the company, knowing that there are plenty of opportunities to choose from.

2 Avoiding and discouraging conflict.

Conflict is necessary: There's no growth without it. A good leader confronts people on negative behavior and attitudes and encourages teams to tackle tough issues.

3 Refusing to get involved in employees' personal lives.

Employees bring work home and they bring home issues to work. Leaders who ignore how their workers' home lives are affecting their work can end up in a bind. (For example, an employee flees an abusive relationship and leaves her job with no notice.)

4 Intervening too early in people's struggles.

Leaders should allow people to mine their own resources and discover how they react to challenges.

5 Being charismatic.

If employees are mesmerized by a leader, they become followers rather than future leaders. Instead, the culture should be charismatic: full of opportunities for personal and professional growth.

6 Being moody.

In this unpredictable post-9/11 world, workers want to know what they can expect from a leader.

<» *More/ Fifth Wave Leadership: The Internal Frontier* (Facts on Demand Press, January 2003)

E-News

Online learning is coming to the royals. The Saudi royals, that is. George Washington University in Washington, D.C., is creating customized e-learning courses for college-aged members of the Saudi royal family who don't want to travel to the United States amid terrorism fears. An administrator in Riyadh will supervise the program, and some classes may also be taught by faculty who travel to Saudi Arabia.

The program is somewhat controversial because of its specialized nature and its audience, a regime that some have linked to Islamic fundamentalists. GWU's student government president, Kris Hart, says he was at first "offended and surprised" when he heard of the program, but has come to accept it. He described the general student reaction as, "If they pay, they can have the same educational opportunities as the rest of us."

Source/ the Washington Post

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Career development ranks among the most demanded content areas across industries worldwide.

In a time when unemployment is at a peak, employers are more selective in recruiting for key positions. So, candidates—especially those just beginning their careers—need to be more competitive. ASTD wants to provide a community and resources to support students and other professionals embarking on a career in human resource development. Recently, ASTD met with professors and deans from accredited colleges and universities throughout the Washington, D.C. metro area. Professors suggested that the greatest perceived need of students was finding a job to match their skills and interests. With the graduating class of 2003 infiltrating the job market and with a new semester on the horizon, ASTD is moving forward with an initiative that will provide students with the resources and networking opportunities they need to launch their careers in the HRD field or explore a job change. In fall 2003, ASTD will present the "For Students" portal on its Website. If you're a student or thinking about academic opportunities in the human resource development field, look to ASTD for the information you need when you need it.

