

formerly *Training & Development Journal*

Published by  
The American Society for Training and Development  
1640 King Street, Box 1443, Alexandria, VA 22313-2043

*Publisher*  
**Curtis E. Plott**

*Editor*  
**Patricia A. Galagan**

*Managing Editor*  
**Catherine M. Petrini**

*Associate Editors*  
**Haidee Allerton**  
**Theresa Minton-Eversole**  
**Craig Steinburg**

*Editorial Assistant*  
**Cynthia K. Mitchell**

*Art Director*  
**Leigh Caruso**

*Production Coordinator*  
**Callie Norton**

*Typographers*  
**Robert E. Hudson**  
**Anne Morgan**

*Publications Assistant*  
**Donna L. Ferrier**

*Customer Service/Subscription Reps*  
703/683-8129

*Advertising Coordinator*  
**Elizabeth A. Schmick**, 703/683-8126

#### ADVERTISING SALES

*Director of Sales*  
**Chuck Marbley**, 703/683-8124

*Northeastern Representative*  
**Oliver E. Ellis**, 703/683-8142

*Southern & Mid-Atlantic Representative*  
**Debora A. Harris**, 703/683-8128

*Midwestern Representative*  
**Janet E. Campbell**, 703/683-8127

*Western Representative*  
**Paul Turchetta & Associates**  
Paul Turchetta and Patrick P. Walsh  
2340 Plaza del Amo, Suite 225  
Torrance, CA 90501; 310/618-9008

*Training & Development*, vol. 46, no. 9  
Copyright 1992, American Society for Training and Development Inc. All rights reserved. Opinions expressed by contributors are not necessarily those of the society. The appearance in *Training & Development* of advertisements and product or service information does not constitute endorsement by the society. The publisher has not investigated the claims made by any advertiser; product information is based solely on promotional material received from suppliers. Editorial communications should be sent to the editor. Inquiries concerning nonmember subscriptions, advertising, and membership should be addressed to customer support, advertising, and membership departments. Printed in the United States of America by The William Byrd Press, 2901 Byrdhill Road, Richmond, VA 23261.



# Voice Mail

## More on the AIDS issue

*The following fax message is a response to the article, "AIDS Training in the Workplace" (December 1991). Other reactions to the article and to readers' responses appear in the 1992 April and August issues.*

**A**s an AIDS activist concerned about the way people with AIDS are treated in the workplace, I found the article appalling and offensive. It repeatedly refers to PWAs (people with AIDS) as "victims," which is an outdated term that disempowers people who are living with HIV and AIDS. These people are survivors. They should be hailed for their struggle, instead of being portrayed as helpless.

It's also unacceptable to refer to AIDS as "fatal." There are people who have had AIDS for more than 10 years and are still leading healthy, productive lives.

Your publication reaches a lot of organizations and people. I think you should do better. I hope ASTD will continue to address the issues surrounding AIDS in the workplace, but in a more educated, conscientious way.

— **Melissa Thompson**  
*ACT UP*  
*(AIDS Coalition to Unleash Power)*  
*New Orleans, Louisiana*

**Editor's Note:** The number and sincerity of the responses we received about using the term, "AIDS victim," have educated us. We will be more conscientious about the way we address issues regarding AIDS in the workplace.

We do hail the courage and struggle of people who have HIV or AIDS. The 1991 article's main intent was to help eliminate irrational fears

about AIDS among co-workers. In that context, the article's reference to AIDS as "fatal" simply conformed to prevailing medical opinion. It may be more positive to focus on longer survival rates, but it's important to be accurate also.

## Calling Long Distance

**A**s a professor with the University of Venezuela, I am involved in developing a project called, "Distance Training System." I am interested in training via television satellite broadcasting and teleconferencing. I would appreciate hearing from anyone working in these areas who would like to share information.

— **Jesus Barboza Finol**  
*Training Center of Petroleos de Venezuela (CEPET)*  
*Apartado 10047, Zona Postal 4002A*  
*Maracaibo, Estado Zulia*  
*Venezuela, South America*

## Poor Performance Appraisal

**I** applaud you for addressing an important constituency of the workforce, older workers ("The New Generation: Older Workers," March 1992). Unfortunately, your article doesn't discuss the real value of this group.

With their valuable knowledge and skills, older workers often serve as organizational historians. Over the years, they help to bless and weave the reorganizations of work into a seamless fabric. Frequently, their wisdom and perspective help co-workers trade despair for a longer view geared toward change.

If you were to insert "black" or "Hispanic" worker in the article wherever the term "older" worker

# TRAINING & DEVELOPMENT

formerly Training & Development Journal

## ASTD OFFICERS

President, Stephen K. Merman; *President-Elect*, Ronald E. Galbraith; *Secretary*, Elaine B. Biech; *Treasurer*, John W. Robinson; *Executive Vice President & Assistant Secretary*, Curtis E. Plott; *Vice President of Professional Services & Administration & Assistant Treasurer*, Edward A. Schroer.

## BOARD OF DIRECTORS

Elaine B. Biech, *ebb associates*; Richard Y. Chang, *Richard Chang Associates*; Stephen L. Cohen, *The Learning Design Group*; Ronald E. Galbraith, *Management 21, Inc.*; Kenneth H. Hansen, *Motorola, Inc.*; Linda D. Hodo, *Rush Presbyterian St. Luke's Medical Center*; Robert W. Keiser, *The Trasy's Co., Inc.*; Stephen K. Merman, *Amoco Production Co.*; Jeryl A. Mitchell, *Goulds Pumps, Inc.*; Carlene Reinhart, *CLR Associates*; John W. Robinson, *Motorola, Inc.*; Michal F. Settles, *AC Transit District*.

## BOARD OF GOVERNORS

CHAIR: W. Mathew Juechter, *ARC International*. MEMBERS: Douglas Baker, *IDS Financial Services, Inc.*; William L. Bramer, *Andersen Consulting*; David Collins, *Learning Group International*; William E. Cross Jr., *Cornell University*; Ronald E. Galbraith, *Management 21, Inc.*; C. Jackson Grayson Jr., *American Productivity & Quality Center*; Richard A. Holan, *U.S. Office of Personnel Management*; Glenn Jones, *Jones Intercable*; Stephen K. Merman, *Amoco Production Co.*; Joan Patterson, *UAW/Chrysler National Training Center*; Curtis Plott, *ASTD*; Stephen H. Rhinesmith, *Rhinesmith & Associates, Inc.*; Peter Senge, *Massachusetts Institute of Technology*; Charline A. Seyfer, *Sandia National Laboratories*; Charles Smith, *Chase Manhattan Bank*; Arthur R. Taylor, *Muhlenberg College*.

## T&D EDITORIAL BOARD

CHAIR: Judy Estrin, *Drake Beam Morin*. CORE GROUP: Chet Delaney, *Chase Manhattan Bank*; Steve Gladis, *Federal Bureau of Investigation*; Joan Jurkovic, *The Learning Design Group*; David Muxworthy, *Xerox Corporation*; Robert Stump, *Responsive Organizations*; Lynn Summers, *consultant*; John Van Zwieten, *Media Matrix*; Richard Wellins, *Development Dimensions International*. REVIEW GROUP: Arash Afshar, *Embry-Riddle Aeronautical University*; Roberta Amstadt, *Electronic Data Systems*; Barbara Kres Beach, *Holbrook & Kellogg*; Chip R. Bell, *consultant*; Geoffrey M. Bellman, *GMB Associates*; Ted Cocheu, *Conner Peripherals*; Stephen L. Cohen, *The Learning Design Group*; Mary Dickson, *consultant*; Susan Garavaglia, *Chase Manhattan Bank*; Cheryl Getty, *Martin Marietta*; V. Robert Hayles, *Grand Metropolitan*; Ken Jochum, *Continental Grain Corporation*; George Kimmerling, *consultant*; James Kirkpatrick, *consultant*; Jack Kondrasuk, *University of Portland (Oregon)*; John Lawrie, *Applied Psychology*; Jerrold Markowitz, *U.S. Coast Guard*; John Mulholland, *Textran Defense Systems*; Stacy Myers, *Alsip-Myers Management Services*; James Patterson, *consultant*; George Piskurich, *Revco*; Jackson Rains, *BNA Communications*; R. Glenn Ray, *Marietta College*; Carlene Reinhart, *CLR Associates*; Angus Reynolds, *New York Institute of Technology*; Marybeth Saunders, *Training and Development Concepts*; Dilnawaz Siddiqui, *Clarion University of Pennsylvania*; Frank Sonnenberg, *Ernst & Young*; John Sullivan, *Wilson Learning*.

ASTD is committed to the maximum development and utilization of human potential. In conformity with applicable law, the society offers equal opportunity to all, regardless of race, color, creed, religion, national origin, gender, marital status, physical or mental handicap, political affiliation, age, veteran status, and other characteristics protected by law.

## Voice Mail

appears, I think you'd find that the piece is condescending, patronizing, prejudiced, and filled with negative stereotypes.

For example, "Black' workers may avoid trying new solutions to problems." Or, "Kids talk to kids... 'Hispanic' people talk to 'Hispanic' people."

— *Lorraine Parker*  
*High Bridge, New Jersey*

## George Odiorne the Man

*The following letter is in response to T&D's obituary on George Odiorne, "The Passing of an HRD Giant" ("In Practice," May 1992).*

Your well-deserved tribute to George Odiorne neglected to capture the essence of this unusual man. George was unique in that he was a hands-on, industrial craftsman turned adult-educator.

While George was a journeyman machinist at the American Machine & Foundry plant in Brooklyn, he earned his undergraduate and advanced degrees in night school. Then he peddled adult-education seminars to training directors in the New York City area and, later, across the United States. After that rather harsh apprenticeship, George did a stint in industrial personnel manage-

ment. He went on to earn a reputation for being a hard-nosed dean at the universities of Utah, Michigan, and Massachusetts.

A witty speaker, George was incredibly generous with his ideas and his time. He was a pragmatist and a debunker. He was especially impatient with practitioners who pursued trivial fads.

When I last spoke with George, he was excited about an upcoming book spoofing such faddists. The book was to be titled, *Management by Zapping Around*.

If George had left a final message to HRD professionals, I think it might have been this: "Be practical. Avoid pretension. And if the process doesn't serve the desired ends, abandon it and begin again."

— *Lester R. Bittel*  
*Academy Hall*  
*Bridgewater, Virginia*

"Voice Mail" is compiled and edited by Haidee Allerton. "Voice Mail" welcomes your views. Send your letters and comments to "Voice Mail," Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043; fax them to Allerton at 703/683-9203; or call them in on the "Voice Mail" line, 703/683-9590.

## Tell Us What You Think

In July's "Working Life" column, we mentioned *Esquire* editor Stanley Bing's new book, *Crazy Bosses*. We ascribe to Bing's view that crazy bosses aren't necessarily bad; they just are.

And they're out there. For example, we know of a boss who once gave her assistant an assignment right before noon and asked her to complete it by 2 p.m. Nothing crazy about that, except that the very same boss then insisted that her assistant accompany her to a very wet lunch. Many Manhattans later, they returned to the office at 1:45, where the boss swayed into her private domain and shut the door. Promptly at 2:00, the boss emerged

from her office looking refreshed and asked the assistant for the completed assignment.

"But you took me away from my desk and got me drunk!" the exasperated assistant protested—only to receive a nonplussed look from her boss that implied, "Well, that's not my problem!"

If you've got a crazy-boss tale to tell, we'd love to hear it—and publish it. Anonymity is assured, if you request it.

Call the "Voice Mail" line at 703/683-9590. You can also reply by letter to "Voice Mail," *Training & Development*, 1640 King Street, Box 1443, Alexandria, VA 22313-2043; or fax your response to Haidee Allerton at 703/683-9203.