

News You Can Use

by Haidee E. Allerton

THE BUSINESS REPORT

WATCH those ticker tapes! Publicly traded training and training-related companies are becoming hot investments. You'll find them on the New York Stock Exchange and other venues.

How hot? For example, CBT Group of Dublin—a firm that makes software for technology training and a holding of Royce Gift Shares, a fund portfolio—has been trading at 91.6 times earnings, a ratio several times that of the Standard & Poor's 500 stock index. One way to interpret that information is that investors believe the company's growth potential is high enough to offset the high price-earnings ratio.

WELFARE TO WORK

SOME companies are jumping in to support the federal welfare-to-work initiative.

United Parcel Service,

based in Washington, D.C., has its own welfare-to-work program through which it has hired more than 1,000 welfare recipients. The program identifies candidates for employment and provides training at regional facilities in cooperation with local governments, schools, and not-for-profit organizations

in more than 16 U.S. cities.

UPS is one of five founding board members of the Welfare-to-Work Partnership—an independent group of American businesses whose goal is to help people on public assistance find jobs in the private sector. The partnership will provide information, technical support, a best

practices manual, a database of companies with welfare-to-work programs by location and industry, and a list of service providers by area.

Ceridian Performance Partners of Minneapolis has also launched a program to help companies hire and train welfare recipients for entry-level jobs. Ceridian offers its program, Partners in Progress, to participating employers on an at-cost basis. It involves recruiting and screening welfare recipients, training them in job skills, and mentoring.

For more information, go to the UPS Website at <http://www.ups.com>; email Ceridian at jerry.neilson@ceridian.com.



FREE CONSULTING!

NO, really, it's true. If you live in Seattle, that is.

A group of self-described "learners and change professionals" have banded together to further their own professional development while providing free consultation to Seattle-area, community-based organizations. The group has dubbed itself, the Community Consulting Project.

The group's mission is to promote learning and service, working collaboratively with organizations that request its help in temporary teams of volunteer consultant-learners.

The group members aim to experiment with different models of consultation

How To

THE Sacred Rules of Management by Stanley E. Smith (VanderWyk & Burnham, 1997) has no-nonsense tips on how to get control of your time and work, but we found page 69 a good starting point. It names the lists and files you should make.

So, get out your notepad and file folders

and start writing.

Lists.

- ▶ Personal Goals
- ▶ Professional Goals
- ▶ Things To Do This Year
- ▶ Things To Do This Month
- ▶ Things To Do This Week
- ▶ Things To Do Today
- ▶ Appointment Calendar
- ▶ Daily Schedule
- ▶ Projects List

- ▶ Project Steps
- ▶ Pending Projects
- ▶ Pending Reading
- ▶ Reference Material
- ▶ Time Log
- ▶ Achievements List.

Files.

- ▶ Reminder File
- ▶ Project File
- ▶ Pending Reading
- ▶ Reference Material
- ▶ Permanent or Subject Files.

and develop new competencies. The consultants provide mentoring, coaching, and problem-solving assistance through project teams of five to seven members each, working with different clients.

The criteria for becoming a group member are

- ▶ the ability to collaborate effectively
- ▶ an openness to giving and receiving feedback
- ▶ the time to commit
- ▶ a tolerance of ambiguity
- ▶ a receptiveness to change.

For more information, contact Geoff Bellman at 206.365.3212 or gbellman@aol.com

LOSE THE "TUDE"

ATTITUDES, not competencies and skills, are what will distinguish workers from their competitors in the future, say career management and OD consultants Betsy Jacobson and Beverly Kaye. That's because people's attitudes are key to their ability to handle organizational change.

Attitudes are critical, say

Jacobson and Kaye, because they drive behavior and affect everything a person does. Yet, they are under people's control and can be changed.

Jacobson and Kaye suggest these new approaches:

- ▶ Make attitudes discussible rather than hidden.
- ▶ Adopt new attitudes to help make breakthrough business decisions.
- ▶ Recognize that leaders' attitudes are endemic to the legacies they build in their organizations.

For more information, contact Beverly Kaye & Associates, Sherman Oaks, California, 818.995.6465.

METHOD TO THE MADNESS

DO YOU ever wonder how someone so wrong for his or her job got hired? According to Personnel Decisions of Minneapolis, here are the main reasons companies make that mistake:

- ▶ They don't have time to do staffing the right way.
- ▶ They don't know what they are looking for in a candidate.
- ▶ They look for the wrong

characteristics.

- ▶ They base hiring decisions on a gut feeling.
- ▶ They mistake credentials for accomplishments.
- ▶ The best candidate isn't aware the position is open.
- ▶ The wrong candidate doesn't get enough information to say no.

A SPIELBERG PRODUCTION

THE Jewish Volunteer Corps, established in 1993, works with nonJews (including Muslims) in third-world countries to help ensure educational and economic development.

The JVC, which received a grant from movie director Steven Spielberg's Righteous Persons Foundation, places professionals in short-term assignments that use their specialized training and experience.

One volunteer, Saul Carliner, spent two months in Cameroon working with the Pan-African Institute for Technology to help create a marketing program that included training local di-

Trend Watch

SIMILAR to General Cinema (News You Can Use, April 1997), the Denver-based United Artists Theatres chain has become a venue for training events.

Recently, United Artists Theatre Circuit, with 2,400 screens in almost 400 theatres worldwide, linked by satellite more than 45,000 people at 120 sites in 95 cities for a mar-

keting program by Autodesk, a software firm.

Other companies that have used UATC's satellite services include Volvo, Intel, VISA, Microsoft, and MCI.

Says UATC executive vice president Jim Ruybal, "Every new theatre we build this year will be satellite-equipped."

For more information, call 800.UA.UA.UA.UA.

REALITY CHECK

BEING a team player means, in effect, meeting deadlines, according to a survey of executives by Accountemps of Menlo Park, California.

Avoiding politics came in second.

rectors and developing special materials. Despite the constant rain and lack of refrigeration, Carliner says he feels the effort was worthwhile and that he made a significant difference in the community.

For more information, contact American Jewish World Service at 800.889.7146 or jws@ws.org.

A DOZEN CAPITAL IDEAS

BY NOW, we know that organizations are recognizing that their most important asset is intellectual capital, their people. But how does a company

THE TIFFANY OF TRAINING

PACE University has opened a \$3.5 million "campus" on Fifth Avenue to deliver training targeted to individual companies. The move, in effect, places a learning center in the midst of 640,000 people who work for about 34,000 companies in midtown Manhattan.

The Midtown Center, located in the historic landmark French Building, features

- ▶ continuing adult education
- ▶ customized corporate outreach services
- ▶ a master of science in publishing program in which industry leaders teach people who already work in the field
 - ▶ computer science training
 - ▶ certification courses for HRD professionals, attorneys, financial planners, and others
 - ▶ such delivery systems as satellite and videoconferencing.

CALENDAR

MARK October 1—National Work To End Domestic Violence Day.

Many U.S. businesses and public agencies will hold programs and distribute materials that alert workers to the prevalence and severity of domestic violence.

To order a kit, call 415.252.8709.

know exactly what it has.

According to *Limited Edition*, published by The Montague Institute of Montague, Massachusetts, here are 12 ways to measure intellectual capital.

1. Relative value. Progress,

not a quantitative target, is the ultimate goal.

2. Balanced scorecard. Supplements traditional financial measures with these additional perspectives: customers, internal business processes, and learning or growth.

3. Competency models. Based on successful behaviors, a company can assign a dollar value to its intellectual capital.

4. Subsystem performance. Qualify success or progress in one intellectual capital component.

5. Benchmarking. Involves identifying companies that are recognized leaders in leveraging their intellectual assets and comparing that to your company's performance.

6. Business worth. Centers on three questions: What

would happen if the information we now use disappeared? What would happen if we doubled the amount of key information available? How does the value of this information change after a day, a week, a year?

7. Business process auditing. Measures how information enhances value in such processes as accounting and marketing.

8. Knowledge bank. Treats capital spending as an expense and a portion of salaries as an asset.

9. Brand-equity valuation. Measures the economic impact of a brand or other intangible asset.

10. Calculated intangible value. Compares a company's return-on-assets with a published average for the industry.

11. Microlending. Substitutes intangible collateral (such as peer group support) for tangible assets.

12. Colorized reporting. Supplements traditional "black-and-white" financial statements with additional information, such as brand values and customer satisfaction.

Send press releases or short articles on news, trends, and best practices to **News You Can Use**, Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043; NYCU@astd.org.

- Increase productivity on the job first day out
- Reduce classroom time
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- Reach production/quality standards faster
- Increase customer service scores

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