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Great Read

I read Sabrina Hicks's story, "Backward Glances" (November). What a great read! I was very engaged. It felt like a conversation, in the best way. Yeah, I like paper magazines, too, crinkly or not. I read enough illuminated, scrolling text.

I also really liked the artwork and layout and the strips of the graphics and uneven font sizes. Are you guys the new *Wired* or what?

I looked to find Hicks's picture under Contributors, but there was the editor's note instead, which was nice.

Ann Kwinn

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Tremendous Praise

[Eva Kaplan-Leiserson] is really an excellent writer. [In Trends, "The Tremendous Issues of Technology" (November),] I marveled at how she took a large amount of information and organized it so that it flowed so well. I'll bet Kaplan-Leiserson is good at organizing pieces for a jigsaw puzzle.

I saw how the sidebar grew out of the outline that underpinned the article. I thought, "Wow, [this is a] professional editor.

John W. Small

Stopped Short

I stopped reading "Marathon E-Learning"

(August) at the end of step 2 on page 23. When we start to force training on adults by means of disciplinary action, we have lost not only the battle but also the war.

The real hard-core resisters we need to deal with if e-learning is to progress are e-trainers who are unwilling to evaluate their own programs critically. Face it: People have different learning styles and some respond best to being challenged in a real classroom.

When people put themselves in boxes, we suggest they think outside the square. When trainers put people in boxes, we want to discipline those who don't fit. If you can't deal with real people, don't teach.

Keith Edwards

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Diversity Disclaimers

Disclaimer 1: I'm 100 percent behind facilitating and encouraging a diverse workforce. Disclaimer 2: I respect the opinions of the author Richard Koonce and contributors to the article "Redefining Diversity" (December).

Now, to my point. I believe that the article is as shortsighted as almost any diversity program I've seen. (Another disclaimer: I haven't seen them all). The only thing we seem to focus on is the protected

status—EEOC discrimination classifications—when these courses are taught. Even the graphic of the three individuals epitomizes that. These programs should be under attack, but not for the reasons some say.

I think it's time we get beyond this myopic view of diversity. In my 15 years in HR and training, the [most] issues are generated from people's inability to accommodate, tolerate (or, heaven forbid, welcome), and appreciate diversity as it relates to communication, motivation, management, and learning styles; personalities; values and beliefs on problem solving; staff conflicts; and so much more. Those are the causes of far more turnover, morale issues, and work-life dissatisfactions than the traditional view of EEOC criteria. The above items, as much as any traditionally viewed diverse background, offer a wealth of opportunity for bottom-line results—good business.

We need a holistic approach. The day programs, managers, trainers, and HR professionals go beyond the myopia of these hackneyed "diversity" views is the day we will take each individual for the value [he or she] offers—regardless of, or should I say because of, his or her diversity.

Dean Hebert

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