

# NEWS YOU CAN USE

## A Call to Action

By Eva Kaplan-Leiserson

In the days following the attacks on America, Philip Harkins, CEO of organizational development company Linkage, struggled with how his company could contribute to the healing process. It occurred to him that Linkage should harness one of its core competencies: organizing “major educational experiences.”

So under Harkins’s direction, the company put

together a not-for-profit conference that will define OD’s role in crisis management, educate employers and workers about continued threats, and offer suggestions on how to protect the world’s workplaces and workforces. The event will identify best practices and create a distribution network for organizations that have training materials to share.

As director of human resources and administration for Raytheon Middle East Systems Company in the 1970s, Harkins spent seven years dealing with terrorism “on a daily basis.” In response to increasing tension and numerous terrorist actions, he led an HR team that sought out the best training experts in the world to teach Raytheon employees

Illustration by Victoria Kann

A not-for-profit conference will educate us about next steps.

how to safeguard themselves. Raytheon has never lost an employee to terrorist activity despite having thousands living and working in susceptible areas. Harkins's work with Raytheon taught him that preparedness through training and knowledge management systems is the best way to guarantee safety.

Linkage's conference, A Call to Action: What Organizations Must Do in a World Changed by Terrorism, will take place December 10 and 11 in Washington, D.C. Tentative sessions:

- Beyond Crisis Management: How to Rebuild Confidence and Carry On
- Keys to Corporate Communications in Times of Crisis
- What Expatriates Can Learn to Live More Safely
- How Global Leadership Will Be Different Now
- The Economics and Reality of Work and Life in America after 9/11.

Speakers include experts from government agencies, leaders of crisis management and security companies, and heads of global organizations that have been dealing with terrorist threats for years.

Other invited and confirmed guests include Benazir Bhutto, former prime minister of Pakistan; Robert Reich, former U.S. secretary of labor; Rosabeth Moss Kanter, Harvard Business School professor of business administration; and Noel Tichy, professor of organizational

behavior and human resource management.

The U.S. president, vice president, secretary of state, and secretary of defense are all invited but not confirmed as of this writing.

People who can't attend A Call to Action in person will be able to participate via satellite broadcasts or videoconferencing. Linkage is also considering selling videocassettes of the program for companies to use in training.

All profits will go to the Families of Freedom scholarship fund, established by Bill Clinton and Bob Dole to provide educational assistance to children whose family members were killed or permanently disabled in the September 11 attacks.

For more information on the fund, visit [www.csfa.org](http://www.csfa.org). For more information on A Call to Action, call 781.862.3157.

## Free Video on Disaster Preparedness

If you want to update or create a disaster preparedness plan but don't know where to start, Coastal Training Technologies can help. The company is offering a free streaming video to help organizations prepare for emergencies and disasters. Visit [www.coastal.com](http://www.coastal.com) to download the video, which is available in three stream rates.

# Are You Ready?

Do you have what it takes to manage in the digital economy? A recent study by consulting firm Accenture identifies these managerial capabilities crucial for success in the new economy:

**Partner successfully.** Important skills are

- identifying and evaluating potential partners
- building effective long-term relationships
- negotiating well.

**Make decisions faster.** Success in this area depends on a person's

- strategic orientation
- willingness to make decisions despite limited or missing information
- willingness to admit mistakes and reverse direction quickly
- ability to balance the need for speed against the need to be right.

**Learn voraciously.** Successful managers

- have a bias for action and for learning by doing
- think in nontraditional ways
- continually seek data to assess business models, evaluate trends, and learn.

**Know the technology.** Managers with high technology IQs

- have a passion for the Internet
- recognize that strategies are heavily influenced, if not driven, by Web-related technologies
- know which of the many technologies are vital to the company's success
- invest personal time to keep abreast of emerging technologies
- develop a network of trusted technology experts.

**Anticipate market changes.** During these turbulent times, managers must

- constantly explore the external environment
- take an experimental approach
- continually ask, "What if?"
- make sense of uncertain data.

**Be a talent magnet.** Managers successfully attract and retain talent by

- communicating a compelling vision
- aligning the organization for speed
- helping employees make sense of changing priorities
- managing emotions in a high-stress environment
- managing career expectations and role evolution.

# Policy News

*A snapshot of U.S. legislation affecting workforce development and the HRD profession.*

**Workforce Development in the President's Economic Stimulus Package** Following the September 11 events, President Bush and the U.S. Congress identified priorities for an economic stimulus package of up to US\$75 billion. The President's plan to help displaced workers, *The Back to Work Act* (H.R. 3112), was introduced in the House of Representatives on October 12. The bill would authorize US\$3 billion in special National Emergency Grants (NEGs) to help displaced workers maintain health coverage, supplement their income, and obtain job training.

Rep. Buck McKeon (R-CA), 21<sup>st</sup> Century Competitiveness Subcommittee chairman, notes that this legislation will support "existing job training services established under the Workforce Investment Act...to ensure that displaced workers get relief."


Both the Senate and the House have conducted hearings on how to help people affected by mass layoffs. Emily DeRocco, assistant secretary of labor for employment and training, discussed training services available at One-Stop Centers. To find the One-Stop Center near you, call 877.US2.JOBS

**Legislation Would Improve Federal Government IT Recruitment** Representative Tom Davis (R-VA), chairman of the U.S. House Technology and Procurement Policy Subcommittee, is leading efforts to develop strategies for the federal government to recruit and retain more highly skilled information technology workers. Issues to be examined include the role of e-learning, the need to make training a higher priority in the federal government, and how to address the skills gap among federal IT workers.

Rep. Davis also introduced a bill in the House—the Digital Tech Corps Act of 2001 (H.R. 2678)—to establish an exchange program between the federal government and the private sector to develop expertise in IT management.

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## E-News

If you're looking for e-learning employment, try  [E-learningjobs.com](http://E-learningjobs.com) a recently launched Website billing itself as the first dedicated career site for e-learning professionals. Services for job seekers are free: You can access jobs ranging from author to chief learning officer, post your résumé, or set up an agent that notifies you automatically of jobs that fit your profile. Companies pay a monthly fee to post an unlimited number of vacancies and access the résumé bank.

## E-Learning Terms of the Month

### Netiquette:

Online manners and rules of conduct.

### Real-time communication:

Information received at (or nearly at) the instant it's sent. Real-time communication is a characteristic of synchronous learning.

More terms like this



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