

EXECUTIVE SUMMARIES

Navigating the Badlands

Cynthia D. Scott and
Mary O'Hara-Devereaux

Badlands--the rugged, global business landscape corporations now face--are the result of shifting corporate priorities during the past 10 years. Businesses have experienced dramatic changes, such as drops in stock valuation and worker migration, and are now having to overhaul traditional methods of strategic planning and leadership skills.

Larger segments of an organization must be involved in shaping strategic direction. Employees will demand to be involved in strategic direction and decision making. As organizations face a whole new set of challenges, the training and development arena will undergo a parallel transformation. Some specific challenges are

- coping with cultural disintegration
- increased rapid decision making and learning
- valuation and volatility resulting in increased demands for ROI
- mobile networks of knowledge workers
- critical need to match people to business results.

For complete text, see page 24.

Reprint TD010324

To purchase a copy of this article, go to the ASTD Online Store at store.astd.org.

Bulk Reprints

To purchase reprints of these articles, call The Reprint Outsource, 717.394.7350.

To purchase single copies of *T+D* articles, go to the ASTD Online Store at store.astd.org.

What Lies Ahead

Warren Bennis, W. Warner Burke,
Gloria Gery, W. Mathew Juechter,
Geary Rummler, and Noel Tichy

These renowned industry experts chime in regarding the current situation and where the field should look for direction.

Bennis, concerned that the field may be coming to a dead end, warns of overall serious neglect in management education, citing Enron as an example. Says Rummler, an organization that employed one of the five highest-compensated CFOs recently lost 65 percent of its stock value over two days. Another huge loss, says Tichy, is the lack of trust in business leadership.

Professionals in the development field are more crucial than ever to provide motivation and self-awareness for today's leaders.

For complete text, see page 32.

Reprint TD010332

To purchase a copy of this article, go to the ASTD Online Store at store.astd.org.

Annual Pay and Compensation Report on HR and Training

Joe Vocino

Pay levels for HR and training and development professionals have changed little over the past year, according to a survey conducted annually by Mercer Human Resource Consulting and the Society of Human Resource Management. The latest report shows that pay levels for most positions in 2002 are within only 2 percent of pay levels from a year ago. Factors blamed for the small pay changes include the tough economy and outsourcing trends.

Median total cash compensation for a trainer was US\$45,000, 1.1 percent higher than the previous year's level. Training managers earned \$73,500, 1.8 percent higher. Top corporate organization development executives, the survey's reported highest paid position in the t&d arena, earned \$149,100, according to information collected from 1084 companies across the United States. The survey suggests that t&d pay raises will likely be lower than usual in 2003, but raises may slowly return to normal levels as the economy recovers.

"Things have started to pick up in the last quarter," says Paul Minton, a Dallas-based trainer. "Companies are realizing that by not investing in the training needs of employees, the employees may not have the necessary skills to get the job done."

For complete text, see page 44.

Reprint TD010344

To purchase a copy of this article, go to the ASTD Online Store at store.astd.org.

The Change-Capable Organization

Patricia A. McLagan

In part 3 of her four-part series on change management, McLagan focuses on the characteristics organizations must develop to embrace change.

Most organizations are not designed to handle change well, and often overemphasize organizational charts and communication lines. Successful organizations, however, create change-friendly environments. Organizations that have an inbuilt capacity for change

- link present and future
- make learning a way of life
- actively encourage day-to-day improvements and changes
- ensure diverse teams
- encourage mavericks
- shelter breakthroughs
- integrate technology
- build and deepen trust.

To foster a change-friendly environment, McLagan suggests that organizations ensure diverse teams, make learning a way of life, integrate technology, and build trusting relationships to support change efforts.

For complete text, see page 50.

Reprint TD010350

To purchase a copy of this article, go to the ASTD Online Store at store.astd.org.