

TRAINING & DEVELOPMENT

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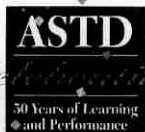
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ASTD is committed to the maximum development and utilization of human potential. In conformity with applicable law, the society offers equal opportunity to all, regardless of race, color, creed, religion, national origin, gender, marital status, physical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



Voice Mail

Doer's Profile



David Nohling
Independent consultant

This month's profile features David Nohling. Nohling, an independent consultant, is an instructional designer and media producer based in St. Charles, Illinois. He conducts classes in diversity issues for undergraduate and graduate students and runs workshops for teachers on cross-cultural communication.

Favorite approach to diversity: "The training is built around knowing your own communication-style preference. I look across cultures—not necessarily ethnic cultures. It can be gender. It can be age.

"A colleague and I have developed the Four-A approach. First, you Assess the dynamics of what's going on. Acknowledge which ones you can have an effect on. Then, Adjust what you can change in your communications. The fourth A is Action—What are you going to do about it? When?"

Most important training goal: "To get people to be comfortable with change and to be change agents for themselves, not necessarily for the organization."

Biggest training problem: "People don't know themselves well enough. And not knowing themselves, they're reluctant to confront differences. So they try to impose a structure—'You're living in this country now, so this is the way you do it.' That doesn't work anymore. Workers and students are

not as compliant as they used to be about fitting into a mold."

Most unusual career step: "I was inside a panda suit as the Purple Panda on 'Mr. Rogers's Neighborhood' on public television between about 1969 and 1982. The character was from a planet where everything was the same. Everything was purple. When Fred Rogers and I came up with the concept, we were talking about dealing with diversity."

Best commute to work: "There's a river separating my house from the campus at Arthur Andersen where I used to work. Once, I canoed over. And when the river froze, I could cross-country ski."

To nominate someone to be the subject of a "Doer's Profile," call the "Voice Mail" line at 703/683-9590, or fax your suggestion to Haidee Allerton at 703/683-9203. Include your own name and phone number, as well as the name and number of the nominee, and tell us why he or she is a good candidate.

▶ Set aside time to help others in the organization.

▶ Determine the needs and objectives of other people in the organization through careful listening and by asking questions.

▶ Take the initiative in solving problems. Be willing to take risks. Suggest; don't complain. Ask for more decision-making responsibilities.

▶ Learn to think logically by separating complex ideas into parts. Have

others review your analysis and ideas. Plan projects and participate in discussions about reorganization.

▶ Modify your style to be appropriate for each situation. Be aware of personal and organizational variables that might affect people's behavior.

▶ Balance your concern for people and your concern for productivity. Set clear performance goals for yourself. Ask people who disagree with you for their input.