

TRAINING & DEVELOPMENT

ASTD OFFICERS

Chair, Stephen H. Rhinesmith; *Chair-Elect*, Michael G. Hansen; *Secretary*, Mary L. Broad; *Treasurer*, Michal F. Settles; *President & Assistant Secretary*, Curtis E. Plott.

BOARD OF DIRECTORS

Mary L. Broad, *Performance Excellence*; Patrick A. Cataldo, Jr., *Digital Equipment Ireland Ltd.*; Richard Y. Chang, *Richard Chang Associates*; Hans W. Decker, *Columbia University*; James DeVito, *Johnson & Johnson*; Paul H. Elliott, *RWD Technologies*; Michael G. Hansen, *MITRE*; V. Robert Hayles, *Grand Metropolitan/Pillsbury*; Curtis E. Plott, *ASTD*; Kathryn Porter, *Aetna Life & Casualty*; Carlene T. Reinhart, *CLR Associates*; Stephen H. Rhinesmith, *Rhinesmith & Associates*; Michal F. Settles, *AC Transit District*; William D. Shea, *Harbridge House*; Patricia A. Walsh, *Strategic Management Systems*.

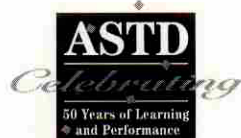
COUNCIL OF GOVERNORS

CHAIR: W. Mathew Juechter, *ARC International*. **MEMBERS:** Douglas Baker, *IDS Financial Corp.*; David Collins, *Learning Group International*; William E. Cross, Jr., *Cornell University*; Michael G. Hansen, *MITRE Corp.*; Glenn Jones, *Jones Intercable*; Donna B. McNamara, *Colgate Palmolive*; J. Edwin O'Brien, Jr., *Corning*; Joan Patterson, *UAW/Chrysler National Training Center*; Curtis Plott, *ASTD*; Stephen H. Rhinesmith, *Rhinesmith & Associates*; Peter Senge, *MIT*; Charline A. Seyfer, *Sandia National Laboratories*; Charles Smith, *Chase Manhattan*.

T&D EDITORIAL BOARD

CHAIR: Judy Estrin, *Drake Beam Morin*. **CORE GROUP:** Barbara Kres Beach, *Holbrook & Kellogg*; Dede Bonner, *New Century Management*; Bart Dahmer, *Federal Express*; Joan Jurkovic, *The Learning Design Group*; Linda Morris, *Ernst & Young*; David Muxworthy, *Xerox*; George Piskunch, *Revo*; Lynn Summers, *consultant*; Richard Wellins, *Development Dimensions International*. **REVIEW GROUP:** Arash Afshar, *International Consultants for Managing and Training*; Roberta Amstadt, *Electronic Data Systems*; Chip R. Bell, *Performance Research Associates*; Geoffrey M. Bellman, *GMB Associates*; Ted Cocheu, *Conner Peripherals*; Stephen L. Cohen, *The Learning Design Group*; Chester Delaney, *Chase Manhattan*; Mary Dickson, *consultant*; Cheryl Getty, *Martin Marietta*; Steve Gladis, *FBI*; V. Robert Hayles, *Grand Metropolitan*; Ken Jochum, *Continental Grain Corp.*; George Kimmerling, *consultant*; James Kirkpatrick, *consultant*; John Lawrie, *Applied Psychology*; Jerrold Markowitz, *U.S. Coast Guard*; John Mulholland, *Zenger-Miller*; Stacy Myers, *Alsip-Myers Management Services*; Lorraine Parker, *AT&T*; James Patterson, *consultant*; Jackson Rains, *BNA Communications*; R. Glenn Ray, *Marietta College*; Carlene Reinhart, *CLR Associates*; Angus Reynolds, *New York Institute of Technology*; Marybeth Saunders, *Training and Development Concepts*; Dilnawaz Siddiqui, *Clarion University of Pennsylvania*; Frank Sonnenberg, *RMI Marketing & Advertising*; Robert Stump, *CORE-ROI*; John Sullivan, *Wilson Learning*; John Van Zwieten, *Media Metrix*.

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



Lou Ann Johnson
*Strategic-Planning Project Director
United South and Eastern Tribes*

The Doer's Profile helps you expand your networking capabilities and keeps you informed about the interesting and exciting things your colleagues are doing in the field.

This month's profile features Lou Ann Johnson.

Johnson is the strategic-planning project director for United South and Eastern Tribes in Nashville, Tennessee.

Most exciting new development:

"We're using retreats to teach entire staffs of health-care providers—from clerks to directors—who specialize in treatment of Native Americans. We give training in total-quality management, interpersonal skills, and the whole strategic planning process. It's exciting to see these people actually become strategic planners."

Biggest problem: "Getting people who provide health care to find the time for training."

Best training tip: "What we do best is work in small groups. It gives people confidence. They're

empowered to speak, be heard, and share ideas."

How does the Native-American aspect affect the training?

"It requires a lot of travel. We go on-site to various reservations in Indian country, which is divided into 12 areas throughout the United States. Our territory—Area 12—covers 23 states. We have tribes in 13 of those states."

Most recent accomplishment: "We tackle only the objectives that are doable so people can see the light at the end of the tunnel. They can maximize their programs and get their houses in order."

well-trained, highly motivated workforce. True organizational leaders understand that the only assets that increase in value are the employees. Consequently, companies should spend money on lifelong learning to increase employees' knowledge and skills. When companies do that, they will get highly motivated employees able to handle the changes required to meet market demands.

Empowerment does work, but to be effective it requires training. Problems arise when managers think they have all the answers and when they manage through threats, fear, and other authoritarian methods. High-performance people respond to such tactics by leaving to find companies that are interested in helping employees reach their fullest potential. The people who stay in such circumstances do just enough work to avoid punishment—until they find more positive companies to join.

Companies that don't respect

employees also will lose customers and eventually fail—mainly because the employees will treat customers the way they themselves are treated.

The Golden Rule applies to all areas of life, including business. Treat employees with respect, and they'll do their best to help achieve company goals.

Smile at people and see whether they smile back. Guess what happens when you frown?

—**Jerrell Holloway**
*Peak Performance Associates
Conroe, Texas*

"Voice Mail" is compiled and edited by Haidee Allerton. "Voice Mail" welcomes your views. Send your letters and comments to "Voice Mail," Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043; fax them to Allerton at 703/683-9203; or call them in on the "Voice Mail" line, 703/683-9590.