

The 1957 ASTD Institute

DR. LAWRENCE F. GREENBERGER, Director

The highly successful 1957 ASTD Institute was held at the Hotel Penn-Sheraton, Pittsburgh, Pennsylvania, on August 12 to 23. Forty-eight training men attended representing 18 states and Canada, Panama Canal Zone, North Ireland, Venezuela, and Holland. This variety of backgrounds and different training situations added a great deal to discussions and idea exchanges.

Under the guidance and direction of some of the nation's most outstanding industrial trainers, a two-week Basic Orientation Program was conducted for newly appointed Training Directors and others who desired intensive practice in training techniques and methods. Concurrently, two one-week advanced clinics were provided in the areas of Case Studies and Conference Leadership. A planned program of evening meetings covered related fields with some of the finest management training talent in the Pittsburgh area participating. This year's Institute was truly a study program in depth.

One evening each week was devoted to a social affair sponsored by the Pittsburgh chapter, and tours of the Pittsburgh area, including a steel mill and the Alcoa building.

The Basic Orientation sessions emphasized that the training director must convince management that training,

which is essentially a matter of changing human behavior, is a difficult job for which *time* is needed. The complexity of individual behavior and habitual resistance to change presents an unending challenge to motivation.

The training director must exemplify a professional approach, a point-of-view of research, and positive personality traits, such as enthusiasm, self-confidence, persuasiveness, tact, human understanding and sociability. He must know how people learn, and he must know how to teach. He must be an effective motivator.

Several of the speakers emphasized the following points as important responsibilities of the training director:

1. Insist on a written company training policy.
2. Establish specific and realistic training objectives.
3. Determine training objectives according to organizational and individual needs.
4. Develop lesson plans with flexibility sufficient to accommodate the group.
5. In teaching, use techniques that apply these two key words: *activity* and *involvement*.
6. Evaluate constantly.
7. Develop line-management people to train and coach subordinates.

8. Avoid "fads" in training.
9. Keep in step with educational research.
10. Keep training sold.

T. O. Armstrong, Assistant to the President of Dumas Steel Corporation, in leading the topic, "Qualifications of a Training Director," forcefully brought home the point that the training department should not function as a "fire department," but should be dedicated through edict of management to the continuous job of "training, *re-training*, educating, and *re-educating*."

Other topics included determining training needs, developing lesson plans and guides, selecting instructors, conference leadership techniques, role-playing, preparation and use of case studies, and the incident method.

Those attending the Institute expressed a great deal of enthusiasm for benefits of this year's sessions. Many commented particularly about the new

ideas and stimulation they gained plus the opportunity for a deeper insight into fundamental training knowledge.

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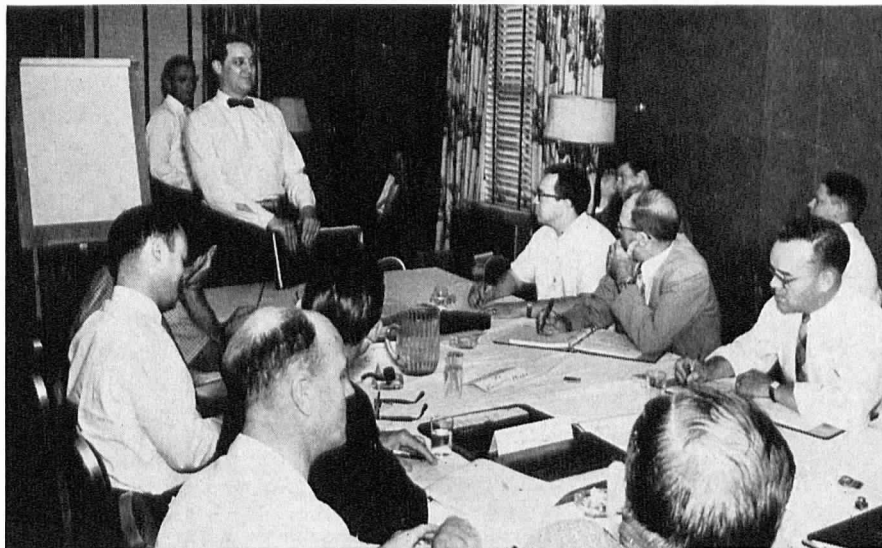
NEW CALIFORNIA CHAPTER

President A. A. Daly has announced that the petition for a charter for the new California Central Valley Chapter was approved on October 1.

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CALL FOR ASTD LIBRARY MATERIALS

A new catalog of the materials in the ASTD Library at Purdue is to be published in the near future and members are requested to forward their current materials immediately so they can be listed. All items should be sent directly to John Skelly, ASTD, 2020 University Ave., Madison 5, Wis.



A Typical Session at the 1957 ASTD Institute.