

# News You Can Use

by Haidee Allerton

## TREND WATCH

**H**ERE ARE some predictions from *Corporate Quality Universities: Lessons in Building a World-Class Workforce*, by Jeanne C. Meister, for the future of business learning.

### Corporate universities.

These will accept students outside their employee pool and grant traditional undergraduate and graduate degrees—providing transcripts of new skills, knowledge, and experience that document employability.

**Training departments.** They will be small, strategically integrated units with a direct link to the CEO, who will become the chief learning officer by building educational partnerships, facilitating learning, and telling corporate stories.

**Instructional design.** A fast, flexible, and modular design will replace the traditional master curriculum. Learning will be delivered in short bursts of information customized to a particular business situation.

**Business students.** They will choose from learning situations in multiple formats: on-site instruction, distance learning, video and intranet technologies, team training, conferences, and just-in-time desktop performance support.

### Corporate learning centers.

They will turn a profit as training staffs become professional service firms. Educational offerings will include learning interventions, competency training, performance support technology, and conferences. Employees will take responsibility for as much as 50 percent of training on their own time.



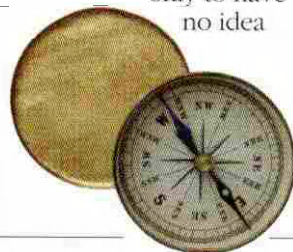
## QUICK FIX

**H**ERE'S AN example of a simple, but very effective, solution to a common problem.

When employees of a painting and construction company started not showing up for weekly safety-training meetings, the owner changed the 20-minute sessions to take place on pay day. The result: 100 percent attendance.

## YOU CAN GET THERE FROM HERE

**H**OW OFTEN have you gone on a business trip to an unfamiliar city only to have no idea



how to get to your appointments?

Avis has introduced a service that takes care of that problem. The rental car agency will give you upon arrival a computer-generated map with printed directions to and from your business appointments.

Life just got easier, didn't it?

## SURVEY SAYS

**A** SURVEY conducted by Windham International of New York, indicates that companies are increasingly interested in outsourcing expatriate administration—the selection, training, and so forth of employees that work in foreign countries.

► U.S. workers are among the world's most committed, according to a survey conducted by Indianapol-

is-based Walker Information and CMS Worldwide Network.

► Workers in the United States were rated fourth in commitment behind Canada, Finland, and Spain. The least committed workers were in the Asian countries (excluding Japan), Germany, and, at the bottom, the United Kingdom.

## HELLO, MY NAME IS JOE, AND I CAN'T WRITE

**W**ORKERS ADDICTED TO poor writing and speaking can recover with a new approach based on 12-step programs.

Write Company Plus of West Chester, Pennsylvania, designs its communications classes around behavior-change slogans from the 12-step programs that aim to help people stop abusing alcohol or drugs.

For example, the communications program translates "one day at a time" to "one word at a time." The goal is to get people to gradually drop their bad communication habits and adopt new skills.

## BIOLOGY 101

**H**ERE ARE some ways to start thinking digitally. According to James Bailey, author of *After Thought*, that means switching from a physics mentality to a biological one.

**Focus on what's changing.** Old thinking is dominated by physics, a model that treats everything as if it



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### How To

Speaking of 12-step programs, here's how to break the cycle of fighting lost causes. The philosophy is similar to that followed by members of Alcoholics Anonymous: Change what you can, accept what you can't change, and know the difference.

In her book *Get a Life Without Sacrificing Your Career*, Dianna Booher suggests that you make time for a checkup in such areas as taking risks, developing a passion for work, and stopping unnecessary worrying.

For a how-to on quitting lost causes, here's Booher's reality checkup:

- ▶ How much time do you spend complaining about company policies and procedures you can't change?
- ▶ How much time do you spend fighting irreversible decisions?
- ▶ How many significant battles has your resistance actually won in the past few years?
- ▶ How many people in similar circumstances have adjusted and gone on with their lives?

were dead and sequential. A biological mindset treats data, thoughts, markets, and organizations as if they are alive, parallel, and inherently capable of change and growth.

**Focus on relationships, not things.** Physics is about things themselves. What's more important is the relationship between things.

**Forget the bottom line.** The idea of a bottom line implies that business can be reduced to a single calculation or final answer. What really matters is process, history, and how things develop and change—in a word, *patterns*.

**Constantly reexamine old ideas.** If you aspire to participate in the information age, you have to be skeptical about your intellectual baggage.

**Spend a lot of time on the Web.** That's where the data is bigger than you are.

Bailey's home page is <http://www.afterthought.com>.

### MASTERING THE INTERNET

**W**OULD YOU like to become a Web master? Novell offers a new certification program, the Novell Certified Internet Professional.

The program prepares and certifies people to be able to manage web sites—which is right on target with the trend for training professionals to develop intranets and provide Internet-delivered learning. Topics include HTML basics, content standards, design criteria, connectivity, and capacity planning.

Contact <http://www.net-boss.com>.

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