

# Training & Development Journal

Published by  
The American Society for Training and Development

**Publisher**  
**Curtis E. Plott**

**Editor**  
**Patricia A. Galagan**  
**Managing Editor**  
**Catherine M. Petrini**

**Associate Editors**  
**Haldee Allerton**  
**Susan E. Sonnesyn**  
**John Wilcox**

**Editorial Assistant**  
**Elizabeth A. Schmick**

**Production Manager**  
**Judith Wojcik**

**Typographers**  
**Terry L. Grazler**  
**Anne Morgan**

**Art Director**  
**Jay Cohen**

**Graphic Designer**  
**Lindsay Alexander**

**Publications Assistant**  
**Donna Ferrier**

## ADVERTISING SALES

**Director of Sales**  
**Sam Bose, 703/683-8124**

**Northeastern Representative**  
**Oliver E. Ellis, 703/683-8142**

**Southern & Mid-Atlantic Representative**  
**Debora A. Harris, 703/683-8128**

**Midwestern Representative**  
**Janet E. Campbell, 703/683-8127**

**Western Representative**  
**Paul Turchetta & Associates**  
Paul Turchetta, Julie E. Knapp  
2360 Plaza del Amo, Suite 200  
Torrance, CA 90501; 213/618-9008

Training & Development Journal, vol. 44, no. 7

Training & Development Journal (ISSN 0041-0861) is published monthly by the American Society for Training and Development Inc., 1630 Duke St., Box 1443, Alexandria, VA 22313; 703/683-8100. National Society members receive this publication at the annual subscription rate of \$35 as part of their membership dues (for nonmember rates, see below). Copyright ©1990 by the American Society for Training and Development Inc. All rights reserved. Opinions expressed by contributors are not necessarily those of the society. Editorial communications should be sent to the editor. Inquiries concerning nonmember subscriptions, advertising, and membership should be addressed to subscription, advertising, and membership departments. Nonmember subscriptions to U.S. addresses, \$60 per year. Foreign subscriptions at higher rates; write for quotation. Rates subject to change without notice. Single copy, \$6 postpaid. Printed in United States of America by The William Byrd Press, 2901 Byrdhill Road, Richmond, VA 23261. Second-class postage paid at Alexandria, Virginia, and additional mailing offices. POSTMASTER: Send changes of address to Training & Development Journal, 1630 Duke Street, Box 1443, Alexandria, VA 22313.



## Tell Us What You Think

A recent study by management consulting firm Booz, Allen & Hamilton found that poor customer service was responsible for 40 percent of customer defections. One of Booz Allen's principals, Sandra Tuck, proposes that changes in the nature of customer service require a new type of worker—one who can make the most of the latest technology.

Tuck further claims that having "friendly people in customer service" is only part of the answer and that only a few companies of the ones surveyed have effectively "leveraged technology" to deal with customers.

According to Tuck, customers need more help because products have become more technical, and because customers are more demanding about quality and service. She cites retailer L.L. Bean as an example of a company that uses technology effectively for customer service. L.L. Bean employees consult computers to tell telephone-order customers whether items are in stock and to give them a quick idea of delivery dates.

We'd like to know if your organization is "leveraging technology" in the customer service area, using any other new techniques to improve customer satisfaction, or standing by its current methods. Please read the first letter below for a relevant opinion.

Send your responses to "Issues," *Training & Development Journal*, 1630 Duke Street, Box 1443, Alexandria, VA 22313.

## Courtesy Counts

As helpful as the Becker and Wellins article on customer service is (*Training & Development Journal*, March 1990), it fails to mention

among the 17 dimensions of customer service the importance and necessity of being polite and courteous.

For example, a customer service representative could field a problem, perform to a '5' level (on a scale of 1 to 5) in all 17 dimensions, resolve the problem, and still fall short in a performance evaluation if the customer didn't hear "please" and "thank you."

As an internal and external training consultant for more than 17 years, I encourage and train executives, managers, and professionals to treat each of their customers as the center of the universe. My research and experience tells me that you can't make a customer feel valued if you don't show respect and courtesy.

If training programs do not include instruction and exercises in courteous behavior and if customer service managers do not require it of employees, then little courtesy will be shown to the customers.

It is not enough that courtesy is implied in one of the dimensions; it is important and measurable enough to be the eighteenth dimension.

**Ronald E. DeLorme**  
*Bloomfield Hills, Michigan*

## Flexible Versus Linear

I read with interest the article by Karen Overfield ("Program Development for the Real World," *Training & Development Journal*, November 1989). Training programs can no longer be typical off-the-shelf programs that are structured and linear. It was pleasing to learn from the article that practical, workable programs are being developed.

A flexible and creative approach similar to Overfield's has been in use at the West Australia office of Technical and Further Education (TAFE) to develop customized training programs for large and small organizations. But TAFE's approach is different from the one suggested by Overfield.

At TAFE, both management and staff views are sought, but they are solicited as two independent and

# Training & Development Journal

## ASTD OFFICERS

*President*, John R. Hurley; *President-Elect*, Gloria A. Regalbuto; *Secretary*, Karin Kolodziejski; *Treasurer*, Melinda J. Bickerstaff; *Executive Vice President & Assistant Secretary*, Curtis Plott; *Vice President of Professional Services & Administration and Assistant Treasurer*, Edward A. Schroer.

## ASTD BOARD OF DIRECTORS

Melinda J. Bickerstaff, *Deloitte & Touche*; Benjamin R. Bostic, *Greenfield Institute*; Maria C. Clay, *North Carolina Memorial Hospital*; Kenneth H. Hansen, *Xerox Corp.*; John R. Hurley, *The Chase Manhattan Bank*; Robert W. Keiser, *Bank of New England Corp.*; Karin Kolodziejski, *Tektronix, Inc.*; Jeryl Mitchell, *Goulds Pumps, Inc.*; Gloria A. Regalbuto, *Mercer Meidinger Hansen, Inc.*; John W. Robinson, *Motorola, Inc.*; Tod White, *Blessing White, Inc.*

## BOARD OF GOVERNORS

Nancy Adler, *McGill University*; Nancy L. Badore, *Ford Motor Co.*; Jack Bowsher, *Andersen Consulting*; Warner Burke, *W. Warner Burke & Associates*; Donald K. Conover, *AT&T*; Robert W. DeSio, *National Technological University*; Michael Doyle, *Michael Doyle & Associates*; Badi G. Foster, *The Aetna Institute for Corporate Education*; C. Jackson Grayson, Jr., *American Productivity & Quality Center*; Richard A. Holan, *U.S. Office of Personnel Management*; John R. Hurley, *The Chase Manhattan Bank*; W. Mathew Juechter, *Integration Resource Associates*; Curtis Plott, *ASTD*; Gloria A. Regalbuto, *Mercer Meidinger Hansen, Inc.*; Stephen H. Rhinesmith, *Rhinesmith & Associates, Inc.*; Warren Schmidt, *University of Southern California*; John Sims, *Digital Equipment Corp.*; Arthur R. Taylor, *Fordham University*.

## JOURNAL EDITORIAL BOARD

CHAIR: Stephen L. Cohen, *Wilson Learning Corporation*; CORE GROUP: Maria Clay, *North Carolina Memorial Hospital*; Chet Delaney, *Chase Manhattan Bank*; Cheryl Getty, *Martin Marietta Data Systems*; Steve Gladis, *Federal Bureau of Investigations*; James Kirkpatrick, *Varian*; Carlene Reinhart, *Xerox Corporation*; Robert Stump, *consultant*; John Van Zwieten, *consultant*. REVIEW GROUP: Roberta Amstadt, *Electronic Data Systems*; Chip R. Bell, *consultant*; Geoffrey M. Bellman, *GMB Associates*; Ted Cocheu, *Performance Technologies*; Judy Estrin, *Estrin Associates*; Ruth Gentilman, *Internal Revenue Service*; Dave Georgenson, *CitiCorp*; Ken Jochum, *Continental Grain Corporation*; Jack Kondrasuk, *University of Portland (Oregon)*; John Lawrie, *Applied Psychology Inc.*; Ellen Lent, *Ellen Lent Associates*; Jerrold Markowitz, *U.S. Coast Guard*; Stacy Meyers, *consultant*; David Muxworthy, *Xerox Corporation*; Steve Piersanti, *Jossey-Bass*; George Piskurich, *REVCO*; R. Glenn Ray, *Marietta College*; Angus Reynolds, *New York Institute of Technology*; Marybeth Saunders, *Training and Development Concepts, Inc.*; Dilnawaz Siddiqui, *Clarion University of Pennsylvania*; Andrew Souerwine, *consultant*; Lynn Summers, *Hardee's Food Systems*; Richard Wellins, *Development Dimensions International*.

separate functions. That allows staff members to express their views uninhibited by the presence of senior management, and vice versa. The views of both groups are analyzed and a program is developed to incorporate the perceived requirements.

The program is then presented to senior management. The presentation includes a synopsis of each area to be covered and details of support material such as notes, text, visual aides, and evaluation material.

An important factor in each program is the sense of ownership. Because of their participation, people feel that the program belongs to them. That sense of proprietorship contributes to a program's success.

All programs, except technical skills training that requires equipment, are conducted in workshop form with no more than 15 participants per session. All participants evaluate the programs in confidential reports, which are analyzed and compiled into a full report that is forwarded to management.

I recommend that all training managers and consultants follow Overfield's advice to "throw your books on linear instructional design right out the window."

**J.P. Smith-Gander**  
TAFE

East Perth, West Australia

## Interactive Video Training

*This letter is in response to March 1990's "Tell Us What You Think" requesting opinions on the pros and cons of interactive video systems.*

I was involved from day one with developing and implementing a technical training program at a division of the 3M Company to enhance the skills of the craftsgroup.

In diskette manufacturing, it isn't feasible to pull a craftsgroup off the floor for extensive classroom training, so we turned to interactive videos. Here are some of the problems we encountered:

■ **Error-ridden programs.** This was a time-consuming problem that

required constantly noting glitches and having to contact vendors.

■ **Confusing instructions.** We solved this problem by incorporating the various boot-up procedures from different courseware into one menu that allowed the user to turn on the computer system and select a course simply by touching the screen.

■ **Complicated menu selections.** Users need to move around easily within a course and shouldn't have to follow a structured program.

■ **An initial lack of enough courses.**

After working out the bugs and increasing the selection of available courses, we used interactive videos for approximately 75 percent of the training. The resulting benefits were less time lost on the production floor, an improvement in computer skills among the craftsgroup, and the use of a variety of training materials. Interactive video training also proved to be cost-effective due to less downtime in production and no need for instructors.

**Mickey Quetone**

General Physics Corporation  
Sacramento, California

## Good News for Some U.S. Workers

**Editor's note:** Last month, we reported Harvard professor Robert Reich's approval of foreign companies in the U.S. creating jobs for American workers.

*We thought you'd like to know that Sony Corporation plans to produce television picture tubes—and possibly, state-of-the-art high-definition television sets—at a vacated Volkswagen factory near Pittsburgh, thereby employing at least 1,000 U.S. workers.*

*The news cheered analyst Reich, who said that even if American companies do not make the sets, at least the technological expertise will be in the United States.*

"Issues" is compiled and edited by Haidee Allerton. Send your views to Issues, Training & Development Journal, 1630 Duke Street, Box 1443, Alexandria, VA 22313.