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# Voice Mail

## Sell Results, Not Training

I couldn't agree more with Tom Payne's statement in "Voice Mail" (August 1993) that "training departments have to view one of their responsibilities as sales." But I disagree with Payne's suggestions about how to turn training departments into sales-oriented organizations.

Training professionals should not be selling training; they should be selling results. The problem with many training departments is that they're concerned only with selling training and providing excellent training programs, as Payne suggests they should be. Though their efforts may result in more and better programs, they don't necessarily result in the improved job performance of training participants. The key to organizational change and enhanced performance is providing expert adult learning. That's what trainers should be selling.

Until training professionals address performance and results, they must continue to *sell* their programs. When they begin to view themselves as consultants—not salespeople—with the knowledge, skills, and expertise to get people to perform better at their jobs, organizations will see the tremendous effect training departments can have.

Trainers need to view the users of their services as customers or clients, and they need to demonstrate that they not only have the ability to deliver excellent training, but that they also have the tools and methods for improving job performance and changing employees' behavior. Excellent training is valuable only when people lack the skills and knowledge necessary to perform their jobs. If performance problems are due to a lack of vision; unclear

tasks, roles, or responsibilities; or an inconsistent reward system, then all the excellent training in the world won't improve results.

Many training departments hold the keys to changing their organizations' cultures and dramatically improving business results. But trainers must widen their perspectives to provide performance consulting. Selling skills are critical for selling consulting, not training. If one does an effective job consulting, the training programs will sell themselves.

— **Victoria B. Saunders**  
*Manakin-Sabot, Virginia*

## Control Is an "E" Word

It screams off page 27 of the article, "The Challenges of Electronic Learning," by Robert Albright and Paul Post (August 1993): "Allow trainees control only when you feel they have legitimate reasons for using it."

Is that a spoof? Delete "trainees" and substitute the word of your choice.

Oh, I get it. The "E" word (empowerment) is for others. We're *trainers*. That's different. We have reasons.

— **Lorne Armstrong**  
*MacMillan Bloedel*  
*Vancouver, British Columbia*

## Hang Up

Regarding "Dark Side to Technology" in "Working Life" (August 1993), I was disturbed that you had two items about cellular phones, but only one said not to drive while using them. Cellular phones cause accidents.

— **Wayne Talbot**  
*affiliation withheld*

# TRAINING & DEVELOPMENT

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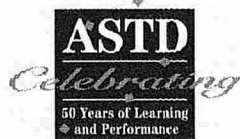
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## Voice Mail

# Doer's Profile

Welcome to the Doer's Profile, which we freely admit is modeled somewhat on a well-known ad for scotch. We've created this new feature to give you a way to expand your networking capabilities and to let you know about the interesting and exciting things your colleagues are doing in the field.

Please meet our first Doer....

Joan Henderson's full-service firm specializes in human resource consulting, executive searches, and training.



**Joan Henderson**

*President*  
*Henderson Taylor Consulting*  
*Dallas, Texas*

**Most exciting new development:** "Creating partnerships with clients." Joan believes it is important for HR professionals to play a long-term role in contributing to the success of organizations, especially in the selection, development, and retention of employees.

**Best training tip:** "Stop talking and start listening. The answers are with the people in the organization."

**Last book read:** *The 7 Habits of Highly Effective People* by Stephen R. Covey.

**Biggest problems at work:** "A lot of my clients say that their biggest problem is finding people with basic supervisory skills. They say that most supervisors still don't know how to manage people."

"I also see many companies making the mistake of hiring someone to do what I call ad hoc training. Instead of doing just one piece, HR people should coordinate the whole business of managing an organization's human assets. The idea is to form value-added relationships, not just teach some skills."

**Most recent accomplishment:** "Hiring another consultant to take on some of my responsibilities. It isn't easy to let go and give someone enough trust to represent you."

**Favorite pastimes:** "Well, as a working, single mother of two, I hope there's a nap somewhere in my future."

**Quotable quote:** "As HR professionals, we have to take responsibility for the context—the organization—into which we bring the content, our expertise."

Thank you, Joan.

## Notes From October

In the "Research Capsules" in the October 1993 issue, the phone number for FMI Educational Services Group was printed incorrectly. The correct number is 919/787-8400.

Also, Robert J. Inguagiato, the author of "Case Studies: Let's Get Real" in October's "Training 101" section, wants readers to know that his management-consulting firm, Temenos, is located at 37 Kawanakoa Place,

Honolulu, HI 96817. The phone number is 808/528-2433.

"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.