

Business Perspectives on Managing World-Class Training

Training Industry

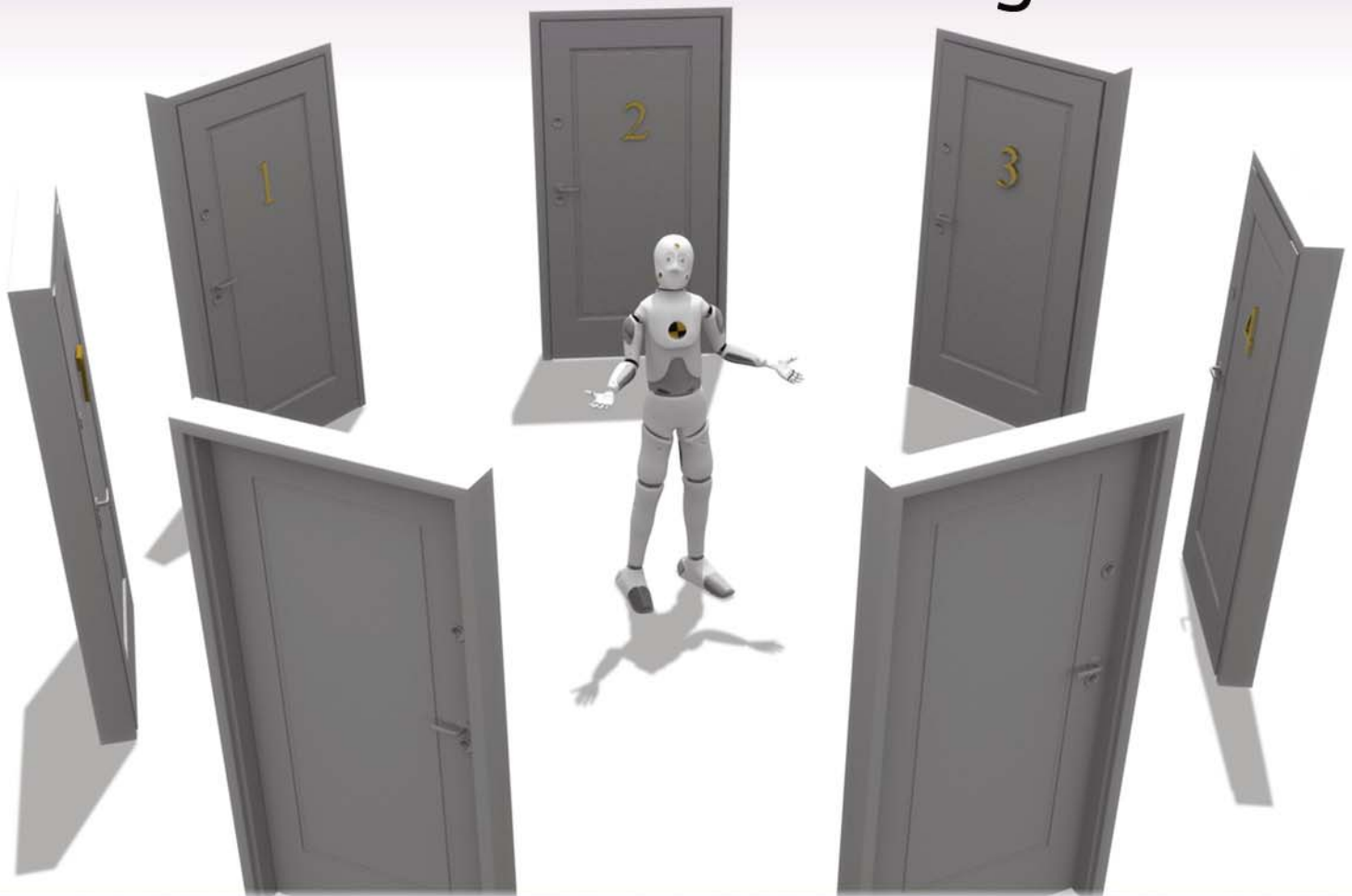
Q U A R T E R L Y

A TRAINING INDUSTRY, INC. EZINE

Summer 2009

What's Next?

The Evolution of Learning Leaders



- **Communication:** The Crucial Component of Training
- **Focal Point:** Four Keys for Great Content

IN THIS ISSUE

THOUGHT LEADERS

From Where I Sit

By Doug Harward

While the economy is still taking a toll on business, many organizations are getting ready for an economic rally. Are you prepared to survive and thrive in an industry still in transition?

3

At the Editor's Desk

Are you ready for what's next? What about what comes after that? This issue's guest editor, Tom Kelly, has a word or two about career planning for learning leaders.

7

Winning Organizations Through People

By Dr. Michael O'Connor

Hey batter, batter: Want to hit a home run for your organization? Understanding the different personality types of your learners can help you slide safely into home plate.

9

Learning Technologies

By Rick J. Crowley

Managing content is only part of the battle: Learning professionals also have to manage overall knowledge. It helps when the learning and business functions are aligned.

11

Performance & Productivity

By Charles Jennings

In his new column, former Reuters CLO Charles Jennings shares some information and insight on experiential learning. Are you ready for hands-on help?

13

Closing Arguments

By Tim Sosbe

As this issue points out, communication is an important part of learning. When you're getting your ducks in a row, remember the right language keeps the train on track.

36

A D I N D E X



You're just one click away from the industry's leading suppliers.

RWD 2

TRAININGINDUSTRY.COM 6

THE TRAINING ASSOCIATES 8

LEARNING CONTENT
NETWORK 10

PARTNERING FOR
PERFORMANCE
CONFERENCE 12

UNIVERSITY OF
NOTRE DAME ONLINE 14

INFOHRM 20

GENERAL PHYSICS
CORPORATION 26

TRAINING INDUSTRY
QUARTERLY 31



POSITIVELY MOTIVATED PERFORMERS ARE DRIVEN TO ACHIEVE GOALS AND RESULTS

BECOMING AN ALL-STAR PERFORMER WITH OTHERS

Regardless of the level for which we seek success, one constant that is within our control for shaping our success is understanding and applying proven principles for creating winning performance. One of the most fundamental principles is observing whether the performer (you or another person) is more positively or negatively motivated (whether task- or people-focused). Positively motivated performers are driven to achieve goals and results, while negatively driven ones tend to avoid accountability and engage in fight-or-flight practices.

This sends us a warning light to better self-manage our attitudes and practices with others. But what do we need to do, and how?

First focus on understanding and either capitalizing on the chemistry or minimizing your own natural likelihood of conflict. Let's use a baseball analogy based on your hitting average with the different types of co-workers (or customers), where 1.000 is a perfect score, .500 reflects winning with two types and losing with two, and .250 winning with one and losing with three of the four primary work styles.

If you are a primary **Dominant Director**, you have a low .250 average at work tasks—winning only with Steady Relaters while experiencing conflict with the others. By contrast, you have a .500 average socially—winning with those more like yourself (Dominant Directors and Interacting Socializers) and not with the two more-reserved, low-keyed types (Cautious Thinkers, Steady Relaters).

If you are primarily an **Interacting Socializer**, you also have a lower .250 winning percentage at work tasks, winning with Steady Relaters but experiencing sub-optimized performance with the other three types. However, when you are engaged with others socially, you have a very high .750 winning percentage, the only less-winning relationship being with the Cautious Thinker.

Those who are mostly **Steady Relaters** have a highest winning percentage at work tasks at .500 with both Dominant Directors and Cautious Thinkers. When the focus is on social interaction, you also have a very high .750 winning average, being uncomfortable only with Dominant Directors.

And, if you are a core **Cautious Thinker**, you hit a low .250 at work tasks, winning only with Steady Relaters while having opportunity for greater success with the other work styles. When the setting shifts to a social focus, your average rises to .500 as you win with more-reserved patterns and have the opportunity to do better with the others.

I'll wrap up this series in the Fall 2009 issue, with some how-to tips to help you connect with every personal style.

Dr. Michael O'Connor is a recognized thought leader, executive coach and founder of Life Associates, Inc. Michael is the co-author of "The Leadership Bridge Program (Situational Leadership II & DISC)" and the book, "The Leader Within." E-mail Michael at droconnor@lifeassociatesinc.com.