

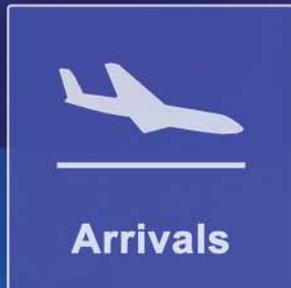
Business Perspectives on Managing World-Class Training

Training Industry

Q U A R T E R L Y

A TRAINING INDUSTRY, INC. EZINE

Winter 2010



Training's Role in the

Human Capital Lifecycle



- Strategic Alignment: Connecting Learning & Business
- The Winning Move: Engaging with Games and Simulations

IN THIS ISSUE

THOUGHT LEADERS

From Where I Sit

By Doug Harward

It's a new year and time for some new thinking. Make sure innovation is a part of your 2010 To-Do List.

3

At the Editor's Desk

For this issue's guest editor, Irish Kennedy Smothers, learning is woven into the fabric of everyday work. Are you creating a culture of learning?

7

Winning Organizations Through People

By Dr. Michael O'Connor

All people may not be highly adaptable, but adaptability is the key to solving organizational issues. Understanding people helps foster flexibility.

9

Learning Technologies

By Rick J. Crowley

As learning and technology continue to evolve, so will learning management systems. Take a look at a new model for managing training and talent.

11

Performance & Productivity

By Charles Jennings

Since training doesn't always stick, some lessons are taught repeatedly. Performance support may be the solution to train-and-train-again scenarios.

13

Closing Arguments

By Tim Sosbe

In many organizations, training and HR are separate and not-always-equal partners. Aligning the people processes can bring structure and success.

38

A D I N D E X



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

ADAYANA 2

PARTNERING FOR

PERFORMANCE CONFERENCE 6

CANADIAN MANAGEMENT

CENTRE 8

MICROTEK 10

TRAININGINDUSTRY.COM 12

ADOBE 14

FUTURETHINK 20

KNOWLEDGEPOL 24

KAPLAN 28

MENO 39



**TO SOLVE ANY
PROBLEM,
FOCUS ON
THE PEOPLE
INVOLVED**

MULTI-DIMENSIONAL ADAPTABILITY

Working with people across levels, industries and countries, I have gained learned that the vast majority of people are not highly adaptable! And this is not understood at the level required to reverse it because most people report themselves to be more adaptable than they are—with the gap widening at increasingly higher levels in the organization's hierarchy. Why is this so important? Because the problems we continue to experience—at all levels (individual, group, organizational, societal, worldwide) will only be solved by those different solutions required, not the same types of attitudes, actions and solutions with a track record ranging from limited success to failure!

The most immediate way to solve any problem is to focus on the people involved. Since we have greatest potential for control of ourselves, then becoming adaptable personally is one quick option. As you've probably already discovered, seeking to change other people, groups, organizations tends to meet with greater resistance unless it provides what they are already motivated to achieve.

You are also probably wondering why people aren't that adaptable. Sometimes it is due to competing beliefs or values, and at other times not knowing what alternatives will work. However, the most widespread reason is that people are creatures of habit. By contrast, highly adaptable people don't think, feel or act like prisoners of their natural behavioral styles. Instead, they consciously make choices to act in more rational, appropriate and effective ways—especially when faced with problems,

conflicts and adversity—the exact situations in which most people respond emotionally by a natural fight-or-flight pattern that seldom provides real solutions. These don't often work for one or two reasons: a negative response to others that tends to generate the same from people and/or use of an approach that tends to compete versus complement and build upon the motivations of the other party to gain better results than either could by themselves.

For example, when a naturally controlling Dominant Director discovers that they don't have the power to solve a problem, they may shift to another more appropriate type of practice that does work. In one instance, this may require being a more approachable, engaging Interacting Socializer, inspiring the other parties to work together to solve the problem. In another situation, it may call for more low-keyed, cooperative and supportive actions of a Steady Relater. In still another, the more discrete, analytic approach of a Cautious Thinker is required.

Organizations don't cause or solve problems—people do! More accurately stated, *adaptable* people do!

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.