

Vancouver



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Organizing Change:

Preparing Managers to Create a Culture of Accountability and Support

by Mark Samuel

www.impaqcorp.com

This article looks at what changes need to be made to achieve a total quality environment in an organization, and the role and skills required by management to make those changes.

Although implementation of total quality has had varying degrees of success, it has maintained momentum as the process for involving employees at all levels in the improvement of customer service and quality. Leaders in industry have acknowledged the measurable improvements attained through total quality efforts as a major contributing factor in the success of their organizations. Yet in many organizations, total quality is still a separate program not to be confused with daily operations.

Two issues which contribute to this segregation are:

- While people have a better understanding of problem-solving tools and techniques, they don't have the tools and processes to measure and improve the relationship issues that can break down a team's effectiveness.
- Total quality has not been accepted by all managers. Even the managers who buy-in to the philosophy of total

quality haven't always been able to translate total quality into a leadership role for day-to-day activities.

While it is recognized that management's role in a total quality environment is different from a traditional management role, we have not provided management with the leadership skills necessary to adopt this new role. We know that management must contribute to and lead the culture change towards total quality, but the question is how, and what skills will they need to accomplish this visionary change?

Instead of approaching this subject by assessing the skills required, let us explore the factors that are getting in the way of making the culture change. By examining the current state of most organizations, and the current state of most management groups, we can determine what changes need to be made.

People In Pain: The Organizational Challenge

It is an understatement that organizations are going through change. If an organization isn't downsizing, it is restructuring, or continuously working to change its operations and/or internal management systems. Change involves risk, and many people approach taking risks with uncertainty and fear.

Managers and individual contributors are facing the pressures of increasing customer service, quality, and responsiveness with diminishing resources – and this with the pressure of organizational and employment survival at their heels. People are being asked to change their roles within the organization. Some are being asked to be team players when they have been

conditioned and educated to be independent and autonomous. Others are being asked to be leaders and facilitators of change, exhibiting the skills to strategize, mobilize groups behind a mission and to lead task forces to accomplish challenges never faced before. What makes this even worse is that many people are being uprooted from their existing work groups and placed with strangers from other parts of the organization. These changes are not necessarily negative, they are just part of the environment in most organizations.

Some organizations have prepared for these changes by providing their employees with skill development to cope with their new roles and job duties. This includes programs in team-building and total quality problem-solving techniques.

"If people don't feel safe enough to take the risks for change, they won't make improvements which requires change."

Unfortunately, the new processes are often perceived as time wasters that create more work when people are already feeling overwhelmed by current workload levels. In many cases, managers are not provided appropriate training to deal with the changes with which they are faced. While they are being taught skills in communication, managing conflict, or team-building, they are not providing the strategizing, facilitation and consulting skills necessary for filling their new role.

The result: employees are feeling overwhelmed by changes in organizational direction, increased demands to produce higher quality and greater output, and new operational procedures to learn and perform. Managers are rightfully feeling overwhelmed by their new leadership role (having to produce results and lead change efforts) accompanied by a lack of training support from upper management, or

cooperation from their peers, who are competing for the same jobs to maintain their employment.

Managers and employees express their pain in the form of frustration, anger, cynicism, apathy, resistance, or stress. Regardless of how people are expressing their pain and fear of surviving and thriving in the modern organization, performance and teamwork is negatively impacted. Instead of ignoring or blaming those individuals who have difficulty coping with the demands of change, we must create an organizational culture where people can face their fears, learn from their experiences, and make the necessary changes to adapt in a way which will support their success.

Safety To Take Risks

Many organizations are asking employees to take more initiative, make more decisions, solve more problems on their own, and to work more closely in cooperation with other team members, both inside and outside of their functional team. However, is the organization supporting these kinds of efforts? If support is measured by recognizing employees for their efforts, or for demonstrating exceptional performance, the answer is yes. But if the organization fails to recognize the majority of people who are attempting to make efforts to improve performance, then support is questionable.

Some organizations are giving mixed messages. Sometimes, employees and managers take the initiative and make a mistake, or fail to recognize political ramifications, and are then reprimanded in one form or another. Some organizations are in such a crisis mode that working on improvement efforts is perceived as overwhelming, even though the organization talks total quality. Many organizations are still using a form of forced ranking, or ranking of employees which is perceived as

forcing team members to compete against one another for merit increases. Other organizations are only rewarding individual performance, while they are asking employees and managers to be team players. These mixed messages create an unsafe environment, breeding confusion, mistrust, and ultimately the reaction of individuals not wanting to invest the energy to take the risks necessary for improvement.

Organizations must rethink their views of creating a safe environment. Safety is not created for employees so that they can get away with non-performance, or to do away with standards of performance or behavior. In fact, creating a safe environment has nothing to do with creating a comfortable environment. For example, the only 'safe' position within organizational life is being unemployed. Unemployed people have no fear of reprisal, failure of poor performance, or conflict.

However, they also don't have the chance for achievement, growth, or rewards. Safety is measured by the following criteria: "Is it safe for individuals to experience the discomfort of uncertainty and to take the necessary risks for improvement and change?"

If people don't feel safe enough to take the risks for change, they won't make improvements which requires change. If people don't feel safe enough to speak their minds when they have ideas for making team improvements, then they won't make those improvements. **Therefore, the first priority of managers who are leading a culture change in their organization is to foster the safety of their direct reports to take risks of change to make improvements.**

The following guidelines represent some of the ways managers can create safety in their team:



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- Set clear expectations and parameters with your team for performance and behavior, based on satisfying customer needs and responding to organizational goals and constraints.
- When input is being requested, clearly state up-front who will be making the final decision, the team or yourself.
- Facilitate the team in creating agreements for dealing with relationships or team meeting breakdowns to avoid unnecessary conflicts that end in resentment.
- Share information with the team to minimize surprises, and let people know where they stand.
- Provide guidance, coaching, support and encouragement for improving oneself, contributing to the efforts of other team members, and for streamlining operational systems/improving quality.
- Remove organizational barriers to making improvements.
- Assist the team in connecting with people outside of the team to gather information and share results of improvement efforts.
- Recognize individual and team successes and promote those successes to others in the organization.
- Support the development of each employee's skills to foster greater leadership, and to assure that each team member has

enough skill depth to adapt to future job changes within or outside of the organization.

Accountability: The Missing Link In Creating A Safe Environment

When we think of accountability in the context we think of accountability in the context of organizations, we usually think of a form of punishment, reprimand or blame. Unfortunately, this impression of accountability is too often validated by managers or employees who are frustrated or afraid of losing control.

However, accountability is one of the major roots of individual empowerment, and is the basis for learning and improvement.

Accountability is defined as reflecting how an individual created, promoted or allowed a situation (positive or negative) to occur, or their reaction to the situation. According to this definition, a person is accountable even if he didn't create the situation, but was involved as someone who is 'feeding' the situation or who is 'allowing' the situation to continue without trying to change it.

"Accountability is one of the major roots of individual empowerment, and is the basis for learning and improvement."

Accountability is a reflection of one's level of integrity, which leads to trust when the situation involves other people.

Accountability results in the actions that support one's words. Without that accountability, the safety created by promises, commitments and goals disappears. As an example, one of the major complaints expressed by employees at all levels includes non-performers who are not coached or reprimanded, and who bring down the performance and reputation of the entire team. A second example is when management talks about an organizational

change or new vision, but then takes contrary action. This results in mistrust, confusion and the breakdown of safety, since people don't know where they stand, or what the truth is.

As an organization increases the level of safety for people to take risks and make changes, it must also assure that there is a system for holding individuals accountable for taking the actions necessary to keep their commitments. The key is to keep from moving into the 'blame game' when holding one another accountable. This is accomplished by acknowledging a mistake without judgement and providing support to assist the person in making the changes to improve the situation on their own. By doing this, the mistake and the accountability for it is not ignored (which would allow the person to continue making the mistake), and blame is not placed which causes a person to feel defeated or punished, resulting in defensiveness and self-doubt.

The following guidelines represent some of the ways managers can create an environment of accountability while enhancing the safety in their team:

- Follow-up on commitments and/or monitor progress made on suggestions for change, and communicate those results to the team.
- Facilitate team members to hold each other accountable with acknowledgement and support, so that the team can create greater safety with one another.
- Facilitate the team in creating its own action plans for accomplishing a vision of excellence which they created.
- Assist the team in finding ways to measure their performance, for assessing

internal systems and for setting up projects/action plans for improving those systems.

- Provide the team with clear directions and choices, along with potential results, so that they can make informed and intelligent choices.
- Create accountability linkages between management levels by identifying agreements, and putting in place a monitoring system to support the vision and improvement actions committed to by the employees.

Preparing Managers to Create A Culture of Accountability and Support

Before we can ask management to create a culture change for the employees, we must guide them in creating a culture change for themselves. While this involves some awareness training, typical skill-building will not achieve this outcome. The 'right' skills applied to the 'wrong' role or the 'wrong' functions will still result in producing the same culture.

Therefore, we must focus on redefining the role of leadership, the accountability of management, the parameters of their job, and the operational processes that management are responsible for performing. Once we have their accountability defined, we must also redefine the support and safety that they will need in the form of organizational processes and systems which will empower them to deal with the fears and challenges associated with performing their new role – then we can create the skill-building training that will support them in being successful.

The following steps can be used as a foundation for facilitating management in creating for themselves a new culture of

accountability and support, in preparation for leading organizational culture change:

- Define the customer's needs and expectations in the future, as well as the changes the organization will need to make to respond to the customer's future demands.
- Determine the most effective characteristics of the culture which will provide the highest levels of quality while being responsible and adaptable to satisfying changing needs in an expedient and efficient manner. This includes identifying the positive and negative attributes of the current culture, and enhancing the future culture with total quality principles and other values that will contribute to the organization's success.
- Identify the role and vision of leadership in making the transition to the new culture. This includes establishing clear critical success factors which would be examples of how managers should operate in the new culture.
- Identify the weak areas of leadership according to the future ideal, and identify the organizational processes and practices that are counter culture, and which are obstacles to the change efforts. This includes performance appraisal, recognition, hiring, and decision-making practices.
- Develop management teams that use total quality processes to begin resolving and changing these fundamental processes and

practices which affect daily routines, contradicting the ideal direction of the culture and goals of the organization.

"Involving employees is not an issue of skill-building, as much as it is a process for building safety and accountability so that they are able to invest themselves in making the effort to learn, change and improve."

- Define the linkages between management levels and create the necessary agreements to ensure that managers have the safety to take the risks of making these changes, along with clear criteria for getting results that support the culture change.
- Create agreements between a managers on how they will collaborate, support one another, and break down any territorial behaviors that prevent their culture change, and install a system of interlocking accountability, so that they can hold each other accountable using acknowledgement and support, breaking traditional political power games.

Once the management team members demonstrate the internal safety and accountability through their progress in breaking down territorialism among themselves, and improving some of the processes that have previously been a barrier for the employees, they can begin to involve employees in the culture change effort. Again, involving employees is not an issue of skill-building as much as it is a process for building safety and accountability so that they are able to invest themselves in making the effort to learn, change and improve.

The following steps can be used by management to guide, assist and support

employees in making changes to create a culture of accountability and support:

- Meet with employees to discuss the future demands of their customers, and the organizational changes that will be necessary to satisfy these new requirements.
- Review the vision and critical success factors for the leadership team, and ask the employees to assess management on its current level of effectiveness. Then, compare the assessment to management's self-assessment, so that alignment between management and employees can be demonstrated.
- Review the actions that the management team is taking to begin creating the new culture of accountability and support, and get added input from employees on those changes.
- Involve the employees to assist management in making the changes. Discuss ways that they can support management through behaviors that promote greater safety and accountability as required by the new culture.
- Facilitate employees in creating their part of the culture change of accountability and support by determining their own vision and critical success factors based on more effectively satisfying customer needs through improving quality, responsiveness and efficiency.
- Create agreements between the employees and with management on how they will collaborate,

support one another, and break down any territorial behaviors that prevent effective relationships necessary for creating a new culture. Install a system of interlocking accountability so that they can hold each other accountable with acknowledgement and support.

- Determine a system for monitoring the commitments that each individual has made, and measure the results so that adjustments can be made to improve on their new process of teamwork and service to their customers. Ultimately, this would include surveying customers for their input.
- Acknowledge both individuals and management and employee teams for their efforts and contributions to customer service and the support of the other teams.
- Meet with each individual (manager or employee) to determine their future role in the organization as changes are made to satisfy the future demands of the customer. Create a development plan of training and coaching to assist each individual in preparing for his new role.

Developing Managers To Be Change Agents

It is important to provide managers with the skills to facilitate change based on the mentioned activities which describe management's changing role. This goes beyond topics typically offered in management development programs. This type of development focuses on the

integration of many skill sets necessary for practical application, rather than perfecting separate topics.

The following lists represent examples of some of the skill sets needed as integrated tools that managers could use to increase their effectiveness as change agents:

Troubleshooting

- Problem-solving.
- Decision-making.
- Facilitation.
- Project planning.
- Critical thinking.

Coaching

- Coaching strategies.
- Facilitation skills.
- Negotiation skills.
- Monitoring processes.
- Measurement skills.
- Recognition skills.

Operational strategic planning

- Facilitation skills.
- Negotiation skills.
- Strategic/tactical planning.
- Critical thinking.
- Project management.
- Monitoring systems.
- Measurement processes.

While each of these skill areas can be taught as separate topics, it's the integration of these skills that results in an ability to lead and manage the complexity of modern organizations. In addition to these skills, it will be increasingly important for managers to participate in self-awareness and self-growth programs. One's ability to effectively implement the skill sets depends on a person's awareness of his own biases and blind spots, as well as technical strengths and weaknesses. This is especially important for the skills which relate to

dealing with individual and team relationships.

Different than the skill sets, which only require that you go to a workshop, and then gives you a tool or technique that can be applied immediately thereafter, self-awareness and self-growth is an on-going, continual learning process which is never fully achieved. Understanding this will require organizations to rethink their management development programs.

Back to Reality: Letting Go of Expecting Perfection

While this process for achieving cultural change emphasizes creating an environment of safety, it does not discourage people from experiencing the fear, anxiety and frustration of organizational change, even when the change will benefit them. It is no different than the reactions that you see when someone begins a diet or gives up smoking. Many times these individuals are grumpy, short-tempered, and resentful of the fact that they have to change in order to become healthy.

It is important that we maintain our focus on our purpose and our vision of creating a culture within organizations which assists people through their fears and frustrations, not one that tries to make these reactions disappear. The best we can do is to minimize these reactions, and assist people in building their belief in themselves to meet the challenges of change in the future.

In the future, those who can successfully respond to change and even promote change, will be the safest individuals, since they will be able to respond to the unpredictable nature of our business environment.

Mark Samuel is the President of IMPAQ, a consulting company that assists organizations in the development of leaders and teams to increase performance norms and achieve business outcomes.



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HAVE YOU MOVED????

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Email: Brucet@ola.bc.ca

A word from the Chapter President



Cracker Barrels, Speakers and Boards... oh my!

If you have been fortunate enough to attend the May / June sessions, you'll know that we had a very successful round table, or "cracker barrel" session, and an excellent ½ day session with Mark Samuel on the power of accountability in organizations. We are extremely fortunate to also have a July event with the arrival of the ISPI International Board. By the time you read this, that cracker barrel will have already happened - - and I anticipate it will have been enlightening, educational, and most enjoyable.

With so many good programs going on, plus the benefits of quarterly newsletters, job postings and networking, you probably can't wait to renew your membership! You will notice that the prices for membership, while still very low, have gone up slightly to cover increased program costs. The membership year now runs from October 1st – September 30th and in terms of value to the membership, it is still one of the best deals in town.

Many of you have offered to contribute an hour or two a month to ISPI in specific areas of interest. Don't be surprised if you receive a call asking for your talent. The Exec is finding the greatest successes are happening when we work with ISPI member committees. Thank you to those who have already been helping, and thanks in advance to those of you who will step up to the plate to make this Chapter even better.

I hope you find time to enjoy the summer season. As you relax in the sunshine (or perhaps work relentlessly) take some time to contemplate how this Chapter can better meet your needs, and let us know.

See you in the fall!

Warm regards,

Adrienne White
President, ISPI Vancouver Chapter

The Balancing Act: Developing Content and Media for the Web

By Tom Petro, Triad Performance Technologies

Using the Web to deliver information and training is the hot topic these days. While web delivery offers advantages over other media, it has the potential to be a real headache when all of your expectations are based on development in other media such as print or CD-ROM. Let's talk about the issues involved and save you the trouble of learning about unbalanced web development the hard way.

The Benefits of Web Development

Let's start with the positive. Since web sites are centrally located on a web server, delivering your message via the Web can substantially cut down on costs associated with other media such as printing, CD-ROM duplication, and shipping. Changes and updates to a web site can be made quickly by simply changing the information on the web server itself. Since replication isn't required, you don't have to worry about users referencing outdated material—a significant advantage when your material changes regularly!

Another advantage of the Web is that it is based on an open standard. You can create a single web site that can be viewed on a PC, or on Mac and UNIX computers. This avoids meeting the requirements of different systems that can be costly in CD-ROM development, since a different version needs to be created for each operating system.

Capacity vs. Expectations

While the Web holds significant advantages over other media, it has limitations which usually require realigning your expectations. The Web is a series of networks and connections of various capacities or "bandwidths." While most large organizations are linked to the Internet via high bandwidth connections, many users connect to the network with low bandwidth modems. Since good practice requires that you develop for the lowest common denominator in your audience, these connections limit how much information, especially media, you can send over the Internet. With end users accustomed to the media-rich content that can be provided on a CD-ROM, the Web can be a big disappointment with its limited media capacity and slow connections.

HTML, the scripting language used to create web pages, also poses limitations. First, there is no way to control the exact location of text and graphics. Different web browsers decode and display information differently. Second, different platforms use different fonts. The result? The way you build a screen to look and function may not be the way the end user sees it.

The Balance

While the cons of web development might appear to out-balance the pros, having a strong appreciation and understanding of the limitations of the Web is key to successful web development. Understanding the balance allows you to produce high-quality, cost-effective web-based performance support and training.

This article is from ISSPI-Michigan Chapter, [Technologist](#), January-February, 1999.



The Bookshelf

The Accountability Revolution : Achieve Breakthrough Results in Half the Time

by Mark Samuel, Barbara Novak

Mark Samuel's results in workshops and consulting assignments--from small companies to behemoths like the University of California at Berkeley--speak for themselves: Powerful re-motivation of both officers and employees at both nonprofits and for-profits. A new shared vision that creates teamwork based on everybody becoming ACCOUNTABLE for his or her performance--or for team performance. And doing so with JOY. Heightened productivity, in measurable terms, reduced absenteeism and turnover. Now it's all spelled out in his refreshing book THE ACCOUNTABILITY REVOLUTION.

Common Knowledge: How Companies Thrive by Sharing What They Know

by Nancy M. Dixon

While external knowledge--about customers, about competitors--is critical, it rarely provides a competitive edge for companies because such information is equally available to everyone. But internal "know-how" that is unique to a specific company. Nancy Dixon, an expert in the field of organizational learning, calls this knowledge borne of experience "common knowledge," and argues that in order to get beyond talking about knowledge management to actually doing it, companies must first recognize that all knowledge is not created--and therefore can't be shared--equally. Creating successful knowledge transfer systems, Dixon argues, requires matching the type of knowledge to be shared to the method best suited for transferring it effectively. Common Knowledge reveals groundbreaking insights into how organizational knowledge is created, how it can be effectively shared--and why transfer systems work when they do.



More Books

Creative Training Techniques Handbook

Tips, Tactics and How-To's for Delivering Effective Training

by Bob W. Pike

0-9432-1033-XW01

This complete collection of training tips, tactics and how-to's will show you the eight steps to proper presentation, preparation, how to customize training to your audience, and how to keep learners motivated both during and after the training session. This second edition includes a comprehensive resource guide, activity sheets, transparencies, outlines, detachable index cards, and more. An invaluable resource for delivering cost-effective, high-impact training.

Multimedia-Based Instructional Design Computer-Based Training, Web-Based Training, Distance Broadcast Training

by William W. Lee, Diana Owens

0-7879-5159-5W01

A book/CD-ROM package on how to design and develop computer-based training, demonstrating that the same instructional design process can be used for all media. Examines major types of media that are popular for delivery systems today, showing the benefits and drawbacks of each, and walks through processes of needs assessment, instructional design, development and implementation, and evaluation. Includes many sample forms and checklists. The CD-ROM contains customizable job aids and tools, and demo software. Useful for course developers who are beginning their first multimedia project, as well as experienced designers of large projects. Lee is director of performance technology at American Airlines; Owens is a consultant in multimedia training. *Book News, Inc.®, Portland, OR*

Improvisation, Inc. Harnessing Spontaneity to Engage People and Groups

by Robert Lowe

0-7879-5142-0W01

This unique book enables communicators of all kinds to think on their feet, even when they are taken by surprise. It is the ideal book for corporate trainers, speakers, and teachers who do not want to be caught in a pinch. Even people who are not under the stage lights need to think fast. Generations of improvisational actors have benefited from tried-and-true techniques that help them to relax and perform under pressure. Now, with this extraordinary guidebook, executives, trainers, teachers, and leaders can learn how to work on their feet -- as though they were on stage. Robert Lowe provides presenters with the basic skills necessary to incorporate improvisational thinking and speaking into their own presentational style.

Read a good book lately .tell us about it! (email: julie.spink@telus.com)

Newsworthy Notes!

ISPI International Executive visits Vancouver in July

Members of the ISPI International Executive Board will be visiting Vancouver in July 2001 to continue their review of Vancouver as a potential host city for the 2005 ISPI International Conference. A final decision has not been made regarding the location of the 2005 Conference but local ISPIers are confident that our beautiful city will be selected.

Conference Planner

Decoding Value in Today's Workplace

*Sept 13-15, 2001 (Phoenix, AZ)
www.ispi.org*

Creating an Accountable Organization A Certification Program

*Sept 17-21, 2001 (Richland WA near Seattle)
www.impaqcorp.com*

Online Learning and Performance Support 2001 Conference

*Oct 1-3, 2001 (Los Angeles, CA)
www.vnulearning.com*

Power & Leadership Conference

*Oct 21-26, 2002 (Cape Cod, Mass)
www.powerandsystems.com*

Techlearn 2001 & The World e-learning Congress

*Oct 28 to 31, (Orlando, Florida)
www.maisie.com*

Organizational Development Network 2001 Conference

*Nov 10-14, 2001 (Hyatt Hotel, Vancouver, BC)
Contact: Marilu Mayuga, (604) 266-7843,
mmayuga@telus.net*

ISPI International Performance Improvement Conference

*April 21-25, 2002 (Dallas, TX)
www.ispi.org*



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About Spectrum

Vancouver Spectrum is the quarterly newsletter of the Vancouver, Canada, chapter of the International Society for Performance Improvement (ISPI).

Editor: Julie Spink, julie.spink@telus.com

Editorial Policies: Other publications may reprint articles, provided the Vancouver chapter of ISPI and the author are acknowledged and minimum 2 copies of the reprint are sent to the Editor.

Submission of articles or other newsworthy material related to ISPI Vancouver or the field of HPT are WELCOMED. Submissions must include permission of the copyright owner for publication on the chapter web page. The Spectrum Editor reserves the right to include and make editorial changes to contributed materials. Please forward submissions as electronic copy in ASCII text or MS Word (PC) format.

Send submissions to the editor by email, or on diskette via post to: Julie Spink, TELUS, 3777 Kingsway, Burnaby BC, V5H 3Z7
Tel: 604.432-2855, Fax: 604.431-9151

**Learning is not attained by chance. It
must be sought for with ardor and
attended to with diligence.**

~ Abigail Adams ~

**Your ability to learn depends partly on
your ability to relinquish what you've
held.**

~ Milton Hall ~

ISPI Vancouver

ISPI - Vancouver is a Chartered chapter of ISPI International. The Chapter's membership is comprised largely of professionals working in the field of Human Resource Development and Training. The Chapter and its members are committed to improving human performance by advancing the art and science of human performance technology and/or instructional technology.

Chapter Aims

As a chapter, we:

- provide professional development opportunities
- act as a liaison between educational institutions, business, and industry
- spearhead the development of post-graduate programs in performance technology
- help member organizations become more competitive
- promote the development of standards for performance technologists
- demonstrate professionalism and excellence in all our activities
- provide high quality, challenging, learning opportunities for performance professionals.

Chapter Executive

President	Adrienne White	821-5188
President Elect	Lori Smith	432-2188
Past President	Dan McFaul	925-0112
VP Finance	Penny Bees	893-3461
VP Marketing	David Cory	431-3343
VP Programs/ Special Events	Vali Marling	661-7305
VP Communications	Julie Spink	432-2588
VP Member Services	Bruce Thompson	431-3302



Up-Coming Events

September 11, 2001

Building Courage For Performance Technologists

Facilitator: David Guthro

Date: September 11, 2001

Time: 6:00 - 8:30 pm

Location: Vancouver Convention and Exhibition Centre

Registration: Please RSVP, call 878-3484 and leave a voice message.

*Members Free! Guests \$10.00
Refreshments will be served*

How to Contact ISPI Vancouver:

**Web Site: www.ispi-van.org
Voice Message Line: 878-3484**