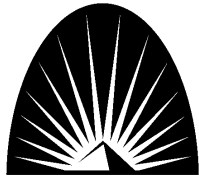

Vancouver



INTERNATIONAL
SOCIETY FOR
PERFORMANCE
IMPROVEMENT

Spring 2002

Spectrum

Leading Organizational Change

By Alex Wray

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With so much effort being spent on organizational change, why is there so little success? Leadership is often baffled and frustrated by the struggles they experience when trying to build commitment to change initiatives. In some cases, employees have even sabotaged the implementation of the changes!

In a Harvard Business Review article, Kim and Mauborgne¹ put forward the concept of 'fair process', a powerful means to gain cooperation and trust from employees, which is essential to any successful change effort. "The Facilitative Leader" workshop on October 29-30,2002 will give you the tools to establish a fair process when leading change in your organization.

'Fair process' is a simple concept with profound implications for corporate performance. 'Fair process' refers to fairness in the way that a company makes and executes decisions. Our research concurs with Kim and Mauborgne's findings: people care as much about the fairness of the process through which an outcome is produced as they do about the outcome itself. In fact, individuals are most likely to trust and cooperate freely with changes when fair process is observed – even if they themselves lose as a result of those changes!

¹ Kim, W. Chan and Renee Mauborgne, 'Fair Process: Managing in the Knowledge Economy,' Harvard Business Review, July-August 1997, pp. 65-75

The Three Laws of Leading Change

There are three essential elements of “fair process”. Whether you are dealing with workers on the shop floor or executives at the boardroom table, these principles hold true for leading organizations through change.

The Elements of Fair Process	Results of Observing a Fair Process	Consequences of Violating a Fair Process
Engagement means involving people in the decisions that affect them by asking for their input and allowing them to refute the merits of ideas and assumptions.	Demonstrates respect for people, their opinions, their ability to think and their ideas. Its absence leaves your change efforts as nothing more than a “flavor of the month.”	People get the message that their opinion doesn’t count and that they are not a valued part of the business. Morale suffers and motivation takes a dive.
Explanation means that everyone involved and affected should understand why final decisions are made as they are. They don’t have to agree with the decision, just understand the logic and reasoning behind the decision.	An explanation allows employees to trust managers’ intentions even if their own ideas have been rejected. Organizational learning occurs as everyone involved understands why things are done in certain ways.	People are too busy trying to understand why things are happening to focus on the job at hand. They make up stories, mostly negative, about the process and the people involved in an effort to make sense of decisions.
Expectations Clarity means that once a decision is made managers state clearly the new rules of the game, such as the standards by which people will be judged, goals, roles, responsibilities and consequences of performance.	When people understand what is expected of them, political jockeying and favouritism is minimized.	People undergo much stress in the absence of clarity. They revert to the old, familiar way of doing things if new procedures are vague. Valuable energy and time is spent on political jockeying.

We were recently called in to clean up a change effort “gone bad.” The regional offices affected by the change were not engaged in deciding the best way to reorganize their immediate operation. They had not been given an explanation as to why the change was needed. People were merely told, “this is a more efficient way to do things.” Senior management had not clarified their expectations of people, and people were not sure who was responsible for what. The result? People were frustrated with each other, relationships were strained, morale had “gone south” and business was simply conducted as it always had been! The cost? Huge, both in terms of dollars and morale.

Once we had a clear understanding of the situation, we worked with senior management to understand the rationale behind the decision to restructure. In the process, we modified the decision to better achieve the intended results, and regional managers secured the authority to recommend a more appropriate structure for their offices. We involved regional staff in the change process, communicating why the change was needed, and engaging them in discussions to clarify the new structures, roles and responsibilities and expectations. Four months into the process, the change effort is in full swing. Recommendations on the high-level issues have been implemented, and we are working on greater and greater levels of detail.

The decisive factor for why people resist change, even when the change would benefit them directly, is the lack of “fair process.” In the “Facilitative Leader” workshop, we explore the most common reasons why leaders violate these laws (knowingly or unknowingly), look at examples of change efforts that have failed or succeeded in the context of these principles, and provide you with the skills and tools to move beyond compliance to develop commitment to your change initiatives.

Alex Wray, Principal, Wray Consulting and FTI, has facilitated hundreds of management meetings and designed and delivered numerous publicly offered and customized in-company facilitation training workshops. His workshops have proven so successful that in September 2000, Alex launched "FTI" to focus on supporting local and international organizations in developing their managers' "people leadership skills" at all levels. For more information please visit: www.facilitationtraining.com/home.php3.

Training - Your Place or Mine?

By Richard Hadden and Bill Catlette
Contented Cow Partners

Employers of Choice invest a lot of time, money, and people, in training. Some happens on-the-job, and some through videoconferencing, but much of it is done in a training center classroom or hotel meeting room. While American companies, and to some degree others worldwide curtailed training activity last fall, training, like many other aspects of life, appears to be returning to some sense of normalcy, however differently that may be defined.

Our hope is that, just like the renewal that occurs each spring, our collective training efforts will reemerge fresher, stronger, and more effective.

Whether your company conducts classroom training using internal professionals, outside experts, external classes, or, more likely, a combination, you're spending considerable time and money doing it. In fact, in a lot of cases you're spending more than you need to, and getting less in the way of knowledge transfer than you have a right to. Don't blow your investment - and yes, it should be treated as an investment. If you're going to do it, then do it right, and 'right' starts with paying careful attention to the details - things that in and of themselves may seem trivial, but taken together make a big difference. Like...

Location.

Probably...no...definitely, the worst place to conduct workplace training is... at work. Distractions are legion. When the overhead squawk box isn't beckoning for a class member to "call the operator, please call the operator", in a voice that sounds like your mother when you tried to sell your little brother to a neighbor kid, some brazen, but utterly clue-free middle manager, will inevitably barge in, when a participant is saying something really important, to "borrow" a class member, for something that just can't wait.

And I don't care if the training center is a drab catacomb hidden deep in the bowels of a Victorian era factory, or a state-of-the art showcase in your new corporate headquarters, if it's within walking distance of participants' workplaces, you won't be able to offer enough M&M's (anybody know what the new color is?) and other "return-on-time" prizes to have a full classroom when you reconvene after a break, no matter how good the training is.

So unless the training is truly of the on-the-job variety, our suggestion for location can be summed up in two words: offsite.

The best place to conduct training is probably your company's own offsite conference or training facility. Again, emphasis on the word "offsite". If your company is big enough and lucky enough to have one of these, you can probably attest to the benefits gained by learners, who are able to focus on learning. Again, onsite doesn't count. We've done training in opulent onsite training centers, complete with the latest high-tech gadgetry, original art on the walls, and all of the aforementioned interrupters. And we've trained in the league room of a bowling alley in Newburgh, Indiana. The Newburgh session was far more productive than the one in the crystal palace. And while we're at it, offsite doesn't have to mean expensive. OK, we were lucky with the bowling alley, but there are lots of other things you can try before heading for a standard commercial facility.

- Most decent-sized country clubs have meeting space, and many are delighted to have a corporate group around, especially on Mondays, when their golf course is likely closed for maintenance.
- A lot of public libraries (especially the newer ones) have very nice meeting rooms which they gladly rent for a pittance. Yeah, they generally ask you to pick up after yourselves, but for the money you're saving, it's worth it.
- Not long ago, we spent 4 days training managers from a manufacturing plant in the training room of a neighboring power co-op. It seems the two outfits had worked out a reciprocal deal where, in order to do

"offsites", they would use one another's training facilities.

- Many of those corporate universities we talked about are seriously underutilized, and the owners are not above renting them out for a nominal fee. The possibilities are endless.

The vast in-between in training venues is the familiar hotel, resort, or offsite conference center. Sure, they're expensive, but, unlike those who set airline prices, hotels have become more interested in negotiating lately. In fact, as of 'press time' for this article, we are still tying up some loose ends with our provider for our May 2 BottomLine Leadership Seminar in Phoenix. Though it's by far our favorite lodging chain (the one with the guy's last name over the door) this particular location is still a little too proud of some of its stuff, like \$50 for a table for us to put a laptop on, and \$32 a gallon for coffee. Rest assured we're watching those nickels, and so should your meeting planner. At any rate, used correctly, they're well worth the investment. Even here, though, location makes a difference.

We like to have a good time as much as anyone, but you've got to ask yourself, "Are we having our training session at Pebble Beach because it's the best learning environment, or for some other reason?" We once had a client, headquartered in a city known for its nightlife. The company would bring people in from all over the world for a few days of training. After a couple of after hours "meetings" based in "downtown" venues, during which participants absorbed too many drinks to absorb much of anything in class, the company started conducting training in very nice resort locations about an hour from town. The company learned something, and so did the trainees, for a change.

The little things

No matter where you end up conducting training classes, here's a list of little things we want you to worry about, to get the most for your training investment.

- Brains need calories. (Though one of us looks like he eats all the time, it's actually the other one who does!). You don't need

an elaborate spread, but for goodness sake, feed people, on the company's dime, even if you disregard our advice and do training in your own building. Breakfast, lunch, and snacks. Not only does it fill the stomach, it sends a much-appreciated message to participants. Go easy on the sugar, and strike pasta and other heavy carbs from the lunch menu, unless, of course, you have a naptime on the agenda. One more thing - if lunch is served in the classroom, ask the caterer to leave the raw onions in the kitchen. They may taste good, but come mid-afternoon, they'll be more than a memory.

- 'Test-drive' the chairs in the room. If you wouldn't be willing to park your derriere in one for 8 hours, get something better, or be prepared to have lots of breaks.
- If using a classroom-style, or a U-shaped setup, use table skirts, so those wearing dresses or skirts can sit comfortably.
- Can you see the EXIT sign when the room is dark? Do people know where the exits are? Do we have to explain why?
- Make sure the room is the right size. Training rooms are kind of like shoes. They have to fit. Too big is hardly better than too small.
- This one we learned from former National Speakers Association President Mike McKinley. Bring a roll of duct tape, and tape over all the door latches, so that when people do come and go, not everybody has to know about it.
- Pay attention to ceiling height (high ceilings suck up sound), and avoid ballrooms with beautiful crystal chandeliers. They were meant for dances, not training sessions. When the ventilation system comes on, the umpteen thousand crystal pieces will clink together and you'll swear you're at a wedding reception. Then again, maybe you'll just swear.
- If the trainer needs a microphone to be heard, ask her to use it. If she says "I think you can hear me without this thing," they

probably can't, and beside, by the end of the day, she'll sound like Brando in *The Godfather*.

- Here's a real pet peeve. If you're using flipcharts, use flipchart markers, not the dry erase variety. Dry erase markers are for dry erase boards.
- If an A/V presentation enhances your message, use one. If not, don't. If a trainer has to look at the screen to know what's on it, bench them until they know their stuff well enough to present it. Don't even think about using an overhead projector, and at least consider that there is a world beyond PowerPoint®. Programs like Astound®, Harvard Graphics®, and Freelance Graphics® do the same thing, and in some cases, better. Sales trainer and speaker Jim Pancero uses Astound (so does Richard), if for no other reason than that everyone else uses PowerPoint, and it makes his presentations stand out.
- Pay close attention to the lighting in the room. There should be ample light where people are reading or writing, lots of light on the speaker, and as little as possible on the screen. Last year, we were listening to a speaker make a presentation before we were to go on. The guy was good, but we noticed a fascinating phenomenon. And we've tested it several times since. From time to time, the speaker would step out of the light. When he did, the audience began shuffling, talking, and some even left the room, even though his delivery didn't change. Each time he stepped back into the light, the audience sat up, took notice, and hung on his every word.
- Don't wear your cellphone on your hip while speaking. We know you have one. We don't need to see the service light blinking.

In learning, environment deserves more credit than we give it. Whatever you do, whether you conduct training in your own offsite Taj Mahal, or the conference room at the Red Roof Inn, remember that one of the most fundamental needs

we all have, is to be, and feel, competent to do our jobs.

*Contented Cow Partners, LLC is the partnership of Bill Catlette and Richard Hadden, co-authors of the critically acclaimed bestselling business book *Contented Cows Give Better Milk*.*

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ISPI Vancouver offers a host of benefits to its members:

- Monthly meetings (ten per year) either at the beginning of the day (8:00 - 10:30 am) or in the evening (6:00 - 8:30 pm) with refreshments provided
- Special professional development events (at additional cost)
 - A membership directory
- A newsletter four times per year, with information about our chapter, upcoming events, articles, and book reviews from local and international ISPI members
- Fantastic networking opportunities.
- Opportunities to assist our executive in any of four areas: Services; Publications; Programs; and Special Events.

All this for only \$75.00 per year!
<http://www.ispi-van.org/>

Leadership Consultant Predicts Intensified Quest for More Meaning at Work in 2002

By Deborah Clifford

The already emerging trend of people seeking more meaning in their work will intensify in 2002. This is according to the leadership-consulting firm of Inspired People.

"When stress and uncertainty are as high as they have been this fall, it's a wakeup call for many working people. They want to understand why they are doing their work and how it ties into their personal values," says Deborah Clifford, president of Inspired People, a company that works with Fortune 500 companies, government agencies, not-for-profits and small businesses to guide and inspire organizational leaders to recreate their work and their roles as leaders.

In 2002, Ms. Clifford predicts that many working Americans will continue a search for greater satisfaction with their jobs that goes beyond a desire for better pay and benefits. Their quest will be rooted in a growing desire for more meaning in their lives and work, fueled by the uncertainty and fear of recent months. "If the work people do is not aligned with their genuine interests, values, strengths and personal style then their work will suffer, they will suffer and those they work with will suffer as well," she says.

Ms. Clifford predicts that recent events may even push some American workers beyond just talking about their search for greater purpose at work into actually taking action. She says these people will be more willing to take on new challenges and assert their needs in the workplace, and some will brave the uncertain economy and change jobs altogether as they search for the work that they

were "meant to do". She has identified the following seven trends likely to occur in the next year:

1. An escalation of employees' search for balance between work and home is on the horizon for 2002. "Many are beginning to feel that there is more to life than making money and are making their families the number one priority," notes Ms. Clifford.
2. Employees will search for ways to tie their talents more directly to their daily work, to make use of their natural strengths.
3. Workers and managers will look for ways to enjoy what they do on a daily basis. "There already has been and will continue to be a recognition that life is too short and so we must take time to have fun and find ways to bring an uplifting spirit to work with us," says Ms. Clifford.
4. Employees will want to understand why they are doing their work, how their contributions benefit the company and society as a whole.
5. Employees will feel the need for more authorship and ownership in setting goals for the future of their organizations. This arises from the need to regain a lost sense of control in other areas of their lives.
6. The need to create a "sanctuary" with colleagues will shape next year's business climate. This is fueled by the need for a place where they can feel secure, comfortable expressing themselves and help each other manage their anxieties, Ms. Clifford explains.
7. A new focus will emerge on connecting with each other at work; people will actually stop to hear the answer when they ask, "How are you?"

Ms. Clifford believes that as a result of this growing desire for more meaning in the workplace, businesses in 2002 will have a new opportunity to strengthen their organizations and improve their bottom lines. She says smart

businesses will take the following four steps in response to the upcoming trends:

1. They will make a cultural shift in their organization towards participatory leadership. This will help enable the rapid changes required to stay nimble in an unsure economy.
2. They will create goals tied to individual and organizational values. Done properly, this marshals employees' personal energy to serve the greater purpose of the organization.
3. They will discover their "unifying cause." "This is a purpose or reason that allows managers and employees to feel good and get excited about coming to work every day," Ms. Clifford explains.
4. Smart businesses will respond to the desire for better work/life balance by offering more flexible working arrangements. This, she says, will pay dividends in improved productivity, recruitment and retention.

By embracing the quest to merge personal and workplace values, both employees and employers stand to gain, says Ms. Clifford. "This upcoming year provides us with an opportunity to grow from the experiences dealt to us - a chance to learn our lessons and improve ourselves, our organizations and our world."

Deb Clifford is the founder and president of Inspired People in Simsbury, Conn. Inspired People is a leadership consulting company that guides and inspires organizational leaders to recreate their work and their roles as leaders through its workshops, retreats, keynotes and executive coaching. For more information about the role of leadership, learning and change, or the company's upcoming workshops, see their website at www.Inspiredpeople.com. or write to Ms. Clifford at dclifford@inspiredpeople.com.

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Just for Smiles

You know you've been telecommuting too much when:

You forget to change out of your bunny slippers before driving to the office.

They gave a prize to your desk as the cleanest office.

No one in the office remembers what you look like.

You start introducing yourself at parties as "June at Net dot net dot com"

Newsworthy Notes!

Conference & Training Planner

ASTD International Conference and Exposition

June 2-6, 2002 (New Orleans, Louisiana)

<http://www.astd.org/>

Aubrey Daniels: Bringing Out the Best in People

August 7-9, 2002 (Atlanta, GA)

www.aubreydaniels.com

ISPI Fall Conference

Chicago, Illinois (September 26- 28, 2002)

www.ispi.org/

Techlearn 2002

Oct 27 to 30, 2002 (Orlando, Florida)

www.maisie.com

ISPI International Conference

April 13-17, 2003 (Boston, Massachusetts)

www.ispi.org/

It a Girl!

Congratulations to our Past President Eric Groschler and her family on the arrival of their daughter, Nicole.

Meeting Venues

If you have meeting space at your work location for 30-50 people and would like to host an ISPI chapter meeting, our VP of Programs Vali Marling

would love to hear from you. Please drop her a line at vmarli@bcpavco.com

A Special Thank-you to TAP Ventures!

ISPI Vancouver would like to extend an extra special thank-you to the team at TAP Ventures for their continuing volunteer support in hosting and updating our chapter website. Since the launch of our website, TAP has been an integral partner in the success of ISPI and its programs.



INTERNATIONAL
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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

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

A word from the Chapter President



Dear Members:

After several false starts spring has finally arrived. For those of us lucky enough to live in the Lower Mainland, we all know that means that summer is right around the corner. Work is hectic and even now when the weather is beautiful and the outdoors is beckoning, the urge to work longer hours is sometimes overwhelming.

With summer on the horizon I thought I would share some research I came across last week regarding productivity, rework and the effectiveness of working long hours. The information I am sharing with you comes from a book entitled “Essentials of Project Control” by Jeffrey Pinto and Jeffrey Trailer.

The authors created a simulation model for a complex system design and build project. Their goal was to measure the cost of each effective full hour of output when productivity and rework penalties were taken into account. Based on a forty-hour work week they discovered that at a sustained level of four additional work hours per week, production staff actually achieved only one and a half to two hours worth of effective extra work. At a sustained eight additional work hours per week the workers achieved only half an hour of effective extra output.

Although our work is different than the study group I believe the results are something to think about. How much effective work are you accomplishing for the extra hours you work? What is the real cost of the extra hours worked? Some food for thought and discussion.

Work hard, play hard and have a great summer!
Sincerely

Lori Smith
ISPI – Vancouver President



The Bookshelf

On-Demand Learning: Training in the New Millennium

by Darin E. Hartley

On-Demand Learning is learning available and accessible...now. Not in six weeks on a wait list... Not in a scheduled class starting next month on Mondays, Wednesdays, and Fridays.... Not with a particular instructor or professor at a predetermined time. It is now. The e-society we live in today heightens the life-long learner's need for instant gratification. One can do nearly anything on the web, or over the phone, or with a fax in a self-service fashion when needed. This insatiable desire for on-demand and self-service now will transcend into the learning arena.

Managers and professionals in the learning industry can either get prepared for this and take proactive steps to change the way learning is facilitated... or lag behind and try to catch up to the learning innovators in the coming millennium.

Leadership and the One Minute Manager : Increasing Effectiveness Through Situational Leadership

by Patricia Zigarmi, Drea Zigarmi, Kenneth H. Blanchard

This is an excellent book on situational leadership. It outlines what would seem to be a simple process to becoming a situational leader. The examples given are relevant and the book was very easy to read. The most valuable concept from the book is the concept of "different strokes for the same folks," meaning that you can use different leadership styles with the same person depending on the task at hand.

Gung Ho! Turn On the People in Any Organization

by Kenneth H. Blanchard (Introduction), Sheldon Bowles

Ken Blanchard and Sheldon Bowles, co-authors of the *New York Times* business bestseller *Raving Fans*, are back with *Gung Ho!* Here is an invaluable management tool that outlines foolproof ways to increase productivity by fostering excellent morale in the workplace. It is a must-read for everyone who wants to stay on top in today's ultra-competitive business world.

Get Weird! 101 Innovative Ways to Make Your Company a Great Place to Work

by John Putzier

How can companies recruit, retain, train, motivate, and reward great employees--especially in a tight labor market? How can they win new customers and boost sales? The secret is to lighten up and get a little weird! Creativity and productivity can go hand in hand, as this chock-full-of-ideas book amply shows.

Like a Christmas stocking crammed with treasures, *Get Weird!* overflows with irresistible techniques for innovating and problem-solving. It explains how to start thinking "outside the box," ...



The Bookshelf

Workplace Recognition : Step-By-Step Examples of a Positive Reinforcement Strategy

by Sue Glasscock, Kimberly Gram

WORKPLACE RECOGNITION is a comprehensive look at the recognition practices used to motivate our employees, peers, management, suppliers, customers and others in our professional network. The book covers the true meaning of recognition, shows evidence that it is the most valuable business tool, debunks the popular myths subscribed to and offers proof why they never work. Shares successful recognition practices and behaviors, as well as what you can expect to achieve by applying these methods. The philosophy, practices and systems recommended are substantiated with scientific facts and enhanced with a healthy dose of actual examples of good and bad situations. These practices can be used by everyone from an individual wanting to improve their working relationships and environment to an entire corporation wanting to drive peak performance on a large scale.

30 Days to a Happy Employee : How a Simple Program of Acknowledgment Can Build Trust and Loyalty at Work

by Dottie Bruce Gandy

It's not more money, bigger offices, better benefits, or flextime. Recent surveys reveal that the number one reason employees quit their jobs is that they don't feel valued on a human level. Growing employment opportunities and the lure of Internet companies have brought this problem to near crisis level. Now, Dottie Gandy, a former regional director with the Franklin Covey Company, provides a simple, principle-based solution that will work to solve the problem in any business. In this clear, straight-forward book, she gives us a step-by-step plan that managers can implement immediately and which yields compelling results, including:

- A strong sense of loyalty and commitment among employees
- A new corporate culture built on a foundation of trust and designed to weather storms
- A renewed sense of mission that can have a substantial impact on the bottom line

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.

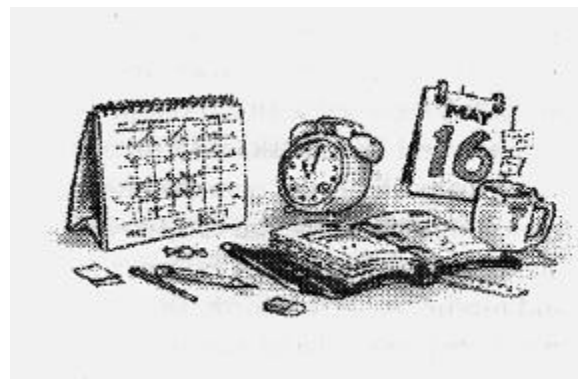
Chapter Aims

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	Lori Smith	432-2188
President Elect	David Cory	431-3343
Past President	Adrienne White	821-5188
VP Finance	Penny Bees	984-8586
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

June 11, 2002

Coaching Leaders

Heather Robb

Time 5:30 to 7:30 pm

Location: PLAZA 500 Hotel, Granville Meeting Room, 500 West 12th Avenue (South-west corner of Cambie & 12th Ave)

Registration: please call ISPI Voice Mail (604-878-3484).

Members Free

Guests \$20.00

How to Contact ISPI Vancouver:

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