



President's Corner

Welcome to the first issue of your redesigned and environmentally friendly E-newsletter. This publication will be filled with training articles and resources to make it easier for you as training and development professionals to perform your jobs. I'd like to thank Martha McCormick for creating this first issue - tell us what you feel would be [beneficial](#) to include. We also invite you to [submit an article](#) as we shape its content.

As we start our 2010-2011 Programming year, I am proud to be serving as your president for a second time. I find this term to be energizing on several levels. The most gratifying is being able to continue to serve our members and our profession.

The Board would like to acknowledge Kim Gander and all of her efforts over the past two years serving as our president. Some of the groundwork that she initiated will be the foundation to future efforts for years to come.

We have three changes in our board for this year. I am pleased to welcome our newest board member, Ann Lieberburg, Training & Development Manager at Sunmark Federal Credit Union.

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HMASTD Monthly Workshops

Let's treat September as a fresh start. Kick off with a great interactive workshop from HMASTD to reflect on your career and where it's going! HMASTD's monthly workshops are designed to challenge and inform anyone interested in workplace learning. Mark these dates on your calendar and see the [HMASTD website](#) for detailed descriptions.

Assessing Your Path to Success: *Insights from Learning Industry Leaders*

Friday, September 17, 2010

**Sunmark Federal Credit Union's state of the art Training Room
1187 Troy Schenectady Road, Latham**

Breakfast: 8:00am – 8:45am

Program 9:00am – 11:00am

As we seek to manage our careers we know that there is no singular 'blueprint for success' in the learning and development industry. Join our panel of four corporate learning and development leaders as they share the keys to their career success. This is a great opportunity for both new and experienced workplace performance professionals to assess their own career path and goals.

Panelists will share lessons learned from their own professional journeys, their top three ways to build success in organizations, three things they wish they had learned sooner in their careers, and their conclusions about the best ways to promote career and personal development within organizations. [Click Here to Register](#) and for more information and pricing.

Sponsored by Sunmark Federal Credit Union

Coming Soon!

Innovation for Performance & Organizational Success: *A Two Part Series on Energizing Change Leadership*

Friday, October 15, 2010

Part I - Innovation Leadership and YOU!

Finding Your Inner Innovator

Friday, November 19, 2010

Part II - Energizing Innovation Teams:

How to Spark a Culture of Innovation

Read more on our [workshop page](#).

Getting the Jump on Difficult Behavior: Managing Difficult Participants

Every trainer is bound to run into a difficult participant sooner or later. As a trainer, you have two tasks: get the disruptive participants on board with the training, and minimize the disruptions to the rest of the participants. Although preparation can't help you with every type of difficult behavior that may arise in the training room, it can take you a long way nonetheless. The following steps can help you to prepare for potential problems.

1. Define the Agenda/Objectives

Have you defined your agenda for the training? Does your objective match those of the participants? Understanding your own and any gaps between it and that of the group will inform your planning and presentation.

2. Identify Personal Triggers

It helps to know what your own triggers are. What participant behaviors can throw you off your game? Do you get distracted easily by side conversations or if someone is rude? What strategies are you going to use when someone activates your triggers?

3. Describe Group Composition

Do you understand the composition of the group that is going to attend? Have you spoken with anyone who is familiar with the participants who can describe specific problems to watch out for? Make sure you take them into consideration along with answers to the following questions.

Yes/ No Do all participants have approximately the same skill levels in the training topic?

Yes/No Do all participants have approximately the same seniority and experience level?

Yes/No Is the group diverse (age, ethnicity, gender, education)?

Yes/No Are many different job functions represented in the room?

Yes/No Are different departments represented in the room?

Yes/No If many departments or job functions are there, do conflicts exist among them?

4. Identify Organizational Issues

Have you identified any organizational issues that could affect the training? These include downsizing, mergers, restructuring, new initiatives, and organizational culture. Be sure to consider them as well as any potential conflicts they may have with the training:

5. Anticipate Problems

Given the composition of the group and organizational realities, can you already anticipate that certain types of difficult behaviors will arise? If so, make note of them to begin considering any effect they may have on your goals for the session.

6. Brainstorm Potential Solutions

Brainstorm some specific ways that you can deflect the potential difficult behaviors you identified in step five. Brainstorming means identifying as many possibilities as you can. Write down whatever you think of – no matter how crazy (making someone sit in the corner) it sounds. Later you can identify the best choices and discard the crazy ones.

7. Identify Last Resorts

Finally, determine what your last resorts are in case none of your solutions works. Sometimes you can be perfectly right and correct and appropriate in your responses and it still doesn't work. So it's good to have a plan B, or C or whatever. Now, if you are planning ahead and are at the last resort stage it may be wise to go back to the training design process and see if the likely problem can be eliminated before it starts. For example, maybe certain people shouldn't be in that particular session.

The article above was adapted *Infoline* No. 250409, "Managing Difficult Participants." Published by ASTD, *Infoline* is known throughout the training and performance field as the tool that trains the trainer. Each issue is a concise and practical resource that can help you gain immediate proficiency in a wide variety of topics. With more than 250 titles in print, and a new issue each month, this single-topic, how-to reference helps with any training question you may have. Get time saving job aids, reading lists, checklists, and more! *Infoline* can be purchased by issue (single issues) or via [subscription](#). Click on [archives](#) to view a list of back issues available for purchase now.

Martha McCormick

HMASTD Member News

Dennis Douglas, Principal at Mind Over Matter, Inc., is beginning a consulting engagement with Information Mapping, Inc. Dennis will be creating technical documentation and training for their client, Bridgewater Associates. Bridgewater manages over \$80 billion in assets of governments, corporate and public pensions, endowments, and foundations using a proprietary investment management software suite. Information Mapping (www.infomap.com) is known for their trademarked methods and software that enables consultants and clients to create structured documents and other communications that are clear, concise, and user-focused.

Mark Grimm appeared twice recently on local TV as a communications expert. He provided crisis communication analysis for the BP oil disaster on WTEN-TV and PR advice for Tiger Woods on CBS-6. View tapes on Mark's YouTube Channel (link at www.markgrimm.com).

Darcy McDonald, CPLP, of State Farm Insurance has successfully completed her CPLP certification. Congratulations to her on completing this major professional accomplishment!

More member news on Page 6

President's Corner, continued from page 1

We look forward to working with Ann during her term on the board as she has already jumped in with both feet. Peter Perrone has accepted the role of Vice-President Finance and Alan Stern has undertaken the role of Vice-President Communications.

We have a fantastic year planned. The results of June's program location survey conveyed that some members don't attend programs in the Capital Region because they find it geographically challenging. To address the needs of our members we will be holding quarterly programs at alternative locations and times throughout our area. More details to follow. Our Organization Development communities of practice SIG continues to grow. If you have any suggestions on program topics, speakers or locations, SIG info, please contact [Stephen Russell](#), Vice-President Programs.

Save the date for our 16th Annual Workplace Learning and Performance Conference to be held April 1, 2011 (no joke!) at the Marriott on Wolf Road in Albany. The Conference Committee, under the direction of veteran chair [Natalie Williams](#), is looking forward to continuing to offer beneficial training sessions for your professional development. Watch for the presenters' RFP in September. Exhibitors and Sponsors should contact [Nancy Reilly](#) anytime.

It is my pleasure to welcome our new webmaster, Beth Weise Moeller of [Interactive Media Consulting](#) in Saratoga Springs, who started in August. Look for the changes we'll be implementing throughout the course of the year.

If you would like to be involved in a [committee](#), have any suggestions on this E-newsletter, our website or any other aspect of HMASTD, please contact our Chapter Administrator [Nancy Reilly](#).

If I can be of any assistance, please don't hesitate to [contact me](#). Have a wonderful summer and we will see you at our kick-off event on September 17th.




**ASTD's
Employee Learning Week
is December 6-10, 2010!**

Learn more about it on the
[ASTD ELW webpage](#)

Meet the Executive Board



Kim E. Gander (Immediate Past President) is the Staff Development and Training Officer at Pioneer Bank. Over the last twenty two years Kim has designed and delivered programs on sales, management development, project management and software applications in the banking and insurance industries. A former member of the Eastern Pennsylvania ASTD chapter, Kim joined HMASTD in 2003 and became a board member in 2004. She has served on the conference committee, been Vice President of Membership and just completed two years as President. She earned a BA. in Psychology from Siena College.



David S. Freedman (President) brings over 20 years of training & leadership to the workplace learning and performance profession. He's currently on a contract with the NYS Department of Transportation where he designs and delivers technical computer training, and develops system-wide documentation for the department's 9,000+ users statewide. He also conducts specialized train-the-trainer, team building, and learning-style training along with facilitation and coaching support. David joined the HMASTD Board in 2000 and has served as President (2003-2004), Co-Chair of the Annual Conference and Web Committee Chair. David is also an adjunct instructor at Mildred Elley and Hudson Valley Community College and is involved in Toastmasters leadership throughout the region.



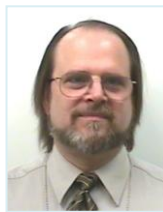
Jill Bardwell (At-Large Board Member) has been involved with HMASTD for since 2000 and on the board since 2001. She has spent over 10 years in the training and development profession. She is now an art consultant and co-founder of Hanging Palette, an online retail art dealer. Along with HMASTD, she is current Chair of the local chapter of the Arthritis Foundation, a member of the Northeast Region Arthritis Foundation Board and a volunteer for the University of Albany Art History Department.



Martha McCormick (VP Membership) is the Director of Training and Management Consultation for Capital EAP where she develops training programs and staff development activities for their 100 client organizations and also provides coaching and consultation on a variety of organizational issues. Prior to joining Capital EAP, she was an Instructor and Lecturer in Leadership and Professional Development at Rensselaer Polytechnic Institute. Martha completed graduate study in Counseling Psychology at the University at Albany and holds certification as an Employee Assistance Coach Specialist (EACS). She joined the HMASTD board in 2006 as an At Large Board member.



Denise Mallow (VP Marketing) is the Assistant Vice President of HR Marketing Support and Marketing for Jaeger & Flynn Associates. Her primary focus is development and implementation of Wellness Programs for employer clients of Jaeger & Flynn. She has over 16 years of Human Resources and Training and Development experience. Denise has been a member of HMASTD since 2000 and has served the board Annual Conference Chair, two terms as President and most recently Vice President of Programs. She has received two HMASTD training awards, first as a member of the Fairpoint Communications Training Team of the Year, and second as the HMASTD Trainer of the Year.



Peter Perrone (VP Programs) is the Training and Development Coordinator at SEFCU in Albany where he trains staff in Bank Secrecy Act issues and creates online training materials and manuals for staff use. Peter also teaches SEFCU's internal Microsoft Word and Excel courses, and is designing the soon-to-be-added PowerPoint class. Peter has been a Member of HMASTD since 2001, and joined the board as an At-Large member in 2009.





Natalie L. Williams (VP Special Events) has been an active member of HMASTD for 10 years. She joined the HMASTD Board of Directors in 2003 and has served on the Annual Conference Committee for the past 8 years. She is employed at the Washington County Economic Opportunity Council, Inc. as the Director of Employment & Training and One Stop Director of Washington County. In her position as Director, she is a member of the local Workforce Investment Board of Saratoga, Warren and Washington Counties who administer State and Federal funds.



Alan Stern (VP Communications) is Founder, Principal and CEO of Stage Right Organizational Development, Inc. Alan has over 30 years of experience in training, education, government, and theater. He has been a teacher, supervisor, administrator, state agency senior manager, stage and film actor, model and entrepreneur. Alan's company focuses on designing and delivering brain-based, performance-oriented workshops. He is also President of the Consulting Alliance of Albany. Alan joined the HMASTD board as an At large member in 2008.



Steven J. Russell, MPA, (VP Programs) was most recently Director of Corporate Learning and Development at CDPHP where he was the chief advocate for the Capital District Physicians' Health Plan Corporate Academy's learning and development team. Steve has worked for over 20 years with many organizations that are looking for ways to use organizational learning as a springboard to enhance business outcomes, create high-performing workgroups and deepen employee skills and talent. Steve joined the HMASTD board in 2009 and also chairs the Special Interest Group (SIG) Committee.

Ann Lieberburg (At-Large Board Member) began her career at the former Albany Savings Bank, and has worked for Sunmark Federal Credit Union for the past 12 years as the Training and Development Manager. Her responsibilities include overseeing the credit union-wide training function, developing employee and management level training, supervising performance management and development plans, developing and presenting member services training and coaching and mentoring employees.



Member Spotlight

Since 2007, Rue Heron has been an HR Training and Development Senior Specialist at Taconic, a Hudson, NY-based biomedical research supply company. As a learning professional there, she has experienced many facets of training and development, including the needs analysis process, design and presentation of new programs and management and evaluation of training for strategic corporate initiatives. Rue is responsible for Taconic's US Orientation and Corporate Certification programs. She develops and delivers training programs to colleagues across the country on supervisory skills, project management, HR compliance, harassment prevention, and others. She also coaches new Taconic trainers on adult learning principles and facilitation skills.

Rue's best tip:

Conduct a needs analysis before developing any new training program. Among all the other critical information, you may find that training will not solve the problem at all. It's better to find that out before the program starts!

Rue has been a member of HMASTD for just over three years – ever since she became as a training professional. She found that her early involvement in HMASTD contributed to the passion and delight she discovered when she entered the profession. HMASTD was also a springboard to discover new skill areas and network with others in the field. Now a member of the Awards Committee, she plans to become more active in the chapter, and hopes to share her positive membership experience with others.

Rue is a Senior Professional in Human Resources (SPHR) and holds a BA in English and French from SUNY Geneseo. Her professional vision includes lifelong learning, helping others become high performers and achieve their potential and promoting diversity and inclusion in all aspects of her work.

10 Phrases Your Customers Should NEVER Hear!

Joan M. Hebert, MBA, MS **Hebert Performance Training**

The following phrases, unfortunately, are commonly heard during an average business day in many organizations. Phrases such as those listed below, not only turn off customers, they actually offend their intelligence. Negative phrases used by employees represent an attitude of disrespect for customers, a lack of appreciation towards them, and reflect an organization that allows such behavior. An organization may have the best service or product imaginable, yet their treatment of customers on a daily basis will dramatically impact their overall reputation, resulting in business success or failure.

I was recently at a doctor's office and was appalled at the treatment received by several patients from the receptionist. Not only did I witness this, but the entire waiting room did! I guarantee I wasn't the only one that mentioned this scene to their doctor.

When poor behavior isn't addressed appropriately by a manager, it can spread rapidly, as it is now viewed by other employees as acceptable behavior. Leaders have a responsibility to not only recognize poor behavior, but take action so that a positive customer-focused environment is maintained.

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| 1. "Who told you THAT?" | 6. <i>(The customer has just explained a problem scenario)</i>
"That's impossible..." | demeaning, abrupt, or condescending tone. |
| 2. "I just explained that to you." | | |
| 3. "Like I said, it's our policy." | 7. "Didn't we already give you that information?" | 9. "I'm new here."
"I didn't create this problem." |
| 4. "You'll HAVE to ..." | | |
| 5. "There's nothing I can do about..." | 8. "I'm busy right now; you'll just have to wait."
Anything said in a rude, | 10. "I just got back from vacation, and I'm not sure what's going on." |

Visit <http://www.heberttraining.com> to make sure customers aren't getting the wrong message!


What is the "Power of TWO?"

Power of TWO refers to the value of membership in **both** the national ASTD and your regional chapter. As all who are members of both know, joint membership has its benefits. When you are a member of both the national organization and HMASTD, you are choosing to be a knowledge leader in the workplace learning and performance (WLP) profession and a change maker in your own backyard. Joint membership offers WLP professionals a unique opportunity to connect with local, national, and international professionals. Joint members can learn about trends in the field, and gain access to research, principles, practices, and templates they can apply directly to their own organizations, their community, and their careers.

Power of TWO also has financial leverage for members. When you join or renew your membership in ASTD through the Hudson Mohawk chapter website, you pay a discounted rate. To exercise your own Power of TWO, simply join or renew both memberships via the HMASTD website.

ASTD National & Chapter Memberships
Bring you the Power of TWO!

<p>ASTD National Membership www.astd.org/membership</p> <ul style="list-style-type: none"> • Access to exclusive research online • Network with over 40,000 members • News from <i>T+D</i>, e-newsletters, webcasts, and more • Member discounts on the ASTD Store 	<p>ASTD Chapter Membership www.astd.org/chapters</p> <ul style="list-style-type: none"> • Programs targeted to your community • Network with local professionals • Discover career opportunities • Join local special interest groups (SIGs)
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The Power of Two

ASTD National membership provides the tools you need for success.
ASTD Chapter membership applies those tools to your organization and community.
Together you have the Power of 2!

HMASTD Member News *continued*:

Judi Clements, President of Judi Clements Training & Development, recently rolled out a new training program for staff and managers entitled Empowerment Power: How to Empower Your Employees and Yourself. Clements will deliver this program in several cities throughout New York State, including Albany and Rochester. The program focuses on techniques for building an empowered workforce through the development of individual responsibility and team work.

Judi was also selected by readMedia to present customer service training for their telephone support specialists. The multiple training sessions focus on quality customer service and techniques for handling challenging customer interactions. readMedia, headquartered in Albany, NY, provides electronic news distribution services for businesses, organizations, and educational institutions around the country. According to Clements: “readMedia is a progressive technology firm that understands the importance of service delivery. One of the reasons for its meteoric rise has been its ability to provide quick, accurate, and friendly telephone support.”

Using Clements' proprietary training programs, the staff at readMedia was able to gain additional tools for delivering world-class service. The training included case studies and role plays geared at developing courteous, quick problem solving strategies for challenging situations.

Congratulations to member **Denise Horan** of Integrated Management & Sales Consulting. Denise attended many of our monthly programs and her business card was drawn as the winner of the free one-year renewal for a HM ASTD membership.

Joan Hebert of Hebert Performance Training (www.heberttraining.com) has just released two new industry specific customer service programs:

- Customer Service for the Healthcare Environment
- Customer Service for Financial Institutions



HMASTD Board 2010/11

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The board can also be contacted by emailing [Nancy Reilly](mailto:Nancy.Reilly) or calling the HMASTD Office at 518.765.4080