



# InterChange

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**(562) 908-3020**  
**astdla.org**

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**Driving Learning  
Leading Innovation  
Building Community**

# CHAPTER MEETING

# Collaboration: YES Group Think: NO Moving From Black Hats and Red Pens to Green Hats and Blue Pens

Facilitated by Bill Bellows, Tim Higgins & Cade Wilson

THURSDAY

November 17

Beverly Garland  
Hotel

4222 Vineland Avenue,  
North Hollywood, CA 91602

[REGISTER NOW](#)

Registration: 5:45 pm

Orientation: 6:00 PM

Dinner & Informal  
Networking: 6:30 PM

Pre-paid by 2 days before  
meeting:

Members \$40

Non-Members \$50

After 5 PM 2 days before  
meeting:

Members \$50

Non-Members \$60

Reservation, Map and  
Directions: [www.astdla.org](http://www.astdla.org)

## ASTD'S COMPETENCY MODEL

### THIS MEETING ENCOURAGES:

#### Foundational skills:

Thinking Strategically  
Demonstrating Adaptability  
Communicating Effectively  
Analyzing Needs and Proposing  
Solutions  
Driving Results

#### Focus skills:

Designing Learning  
Improving Human Performance  
Delivering Training  
Facilitating Organizational Change  
Career Planning and Talent  
Management

#### Workplace learning/ Performance role:

Learning Strategist  
Professional Specialist  
Business Partner  
Project Manager

The era of the lone wolf is behind us. Work today gets done in teams, through collaboration. Consultants need to collaborate with the training department and/or the business unit. Internal trainers need to collaborate with one another, and with the business units they support. Just think how much simpler it would be if the barriers to collaboration were easy to identify and we had ready access to better mental models and physical tools.

Recognizing the constraints is half the battle. Understand why you get the responses you do, and how you might achieve different responses in the future. This meeting will introduce multiple tools and the thinking models behind them. Join us for a Rapid Robin session that helps us recognize barriers to collaboration and presents tools and techniques to elevate our collaboration skills.

#### RAPID ROBIN TOPICS

- De Bono's Six Thinking Hats
- Lateral Thinking – Concept Triangles & Random Word
- Red Pen & Blue Pen Organizations

Come prepared to move throughout the room as you work with the tools and ideas. You'll leave with new insights, techniques, and additional resources for future use.

#### Our speakers:



Bill Bellows is an Associate Fellow in the InThinking Network at United Technologies' Pratt & Whitney Rocketdyne

business unit in Canoga Park, where he is known for his efforts to provide insights to the advantages of thinking together, learning together, and working together. Audiences for his classes have also reached after-school programs in elementary schools, graduate students at Northwestern University, as well as corporate, university, and public classes across the United Kingdom.

Away from work, Bill serves as president of the In2:InThinking Network, and as a board member of the W. Edwards Deming Institute, the Volunteers of America – Los Angeles chapter, and the American Youth Soccer Organization in Valencia.



Tim Higgins spent nearly 29 years employed in service to the company currently governed by United Technologies' Pratt & Whitney Rocketdyne (PWR)

business unit in Canoga Park. He retired, and returned to the same location as part of the NASA Resident Management Office. All this was preceded by 8 years teaching high school English and mathematics.

Tim spends three days a week playing soccer, some portion of each day adoring a Brazilian wife who saves him a fortune shopping, and some time loving a trilingual-History-Channel-watching-19-year-old son. He is especially fascinated with books describing the probabilistic and downright weird behavior of the universe and the people in it.

Cade Wilson has his own consulting company where he specializes in the field of cause analysis and corrective action - otherwise known as fixing broken things. Previously, he was with Pratt & Whitney Rocketdyne (PWR) for three



years, where he taught and facilitated investigations into how systems work, and how they might work better. Prior to PWR, Cade served as a Naval officer, was operations director of a small business, and a racing driver and instructor. He is a proud graduate of the US Naval Academy.

When not in the office, he can usually be found out hiking with his family or at home under a misfit bunch of project cars and motorcycles.

Don't miss out on this opportunity to learn 3 different techniques to improve your collaboration skills!



# Building Community

Mark  
Your  
Calendars!

## Upcoming Dates You Won't Want to Miss:

- **November 5 - Leadership Involvement Day** - A special thank you to Jamba Juice for their support of Leadership Day!
- **December 1 – ASTD-LA Chapter Meeting and Holiday Party**

What's New  
with  
ASTD-LA?

## Leadership Involvement Day, Saturday November 5

Network, learn a new facilitation technique, and help create the future of ASTD-LA! Add YOUR input and vision to help shape our chapter as we move into a new decade. Our theme is Leadership Café, which will serve as both kickoff and focus for the chapter throughout 2011. Julie Orlov, our past president, is the café facilitator.

- Have an idea for ASTD-LA, but haven't seen it yet? Bring it!
- Curious about the World Café process for group facilitation? Experience it!
- Looking for an easy way to be part of the chapter? Do it!

We'll be using the World Café process to guide our discussions. You don't need to be familiar with World Café to participate; in fact, you'll come away with knowledge and experience of this process to add to your own toolkit. Help build your future and the future of ASTD-LA through a productive series of focused conversations. This must-attend event is for ALL MEMBERS, as well as potential members. All attendees will be participants in the Leadership Café. The event is complimentary.

At Leadership Day we'll introduce and practice an effective collaboration process called World Café <http://www.theworldcafe.com>.

Registration is free, but please click to [RSVP!](#)

Snacks will be served. **A special thank you to Jamba Juice for their support of Leadership Day!**



## Don't miss out on the December Chapter Meeting and Holiday Party!

### Using Stories to Inspire and Engage

Join us for this special Chapter Meeting in which we learn from a pro, pass the baton to our new Board, and step into the spirit of the holidays by paying it forward in our community. The great prizes are not to be missed, plus we will have a Giving Tree, which will give you the opportunity to pick a wish that you can fulfill. It will mean more than you know.

ASTD-LA members: don't forget to sign up for your free webinar (see details on page 11) on **Tuesday, November 29, 2011:**

#### Leading With Grit & Grace

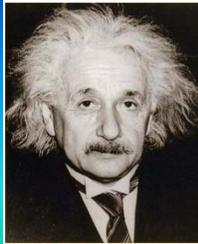
Presented by Leslie Williams

Time: 12:00 to 1:00 p.m. Pacific Time



# Building Community

Quote  
of the  
Month



*Life is like riding a bicycle. To keep your balance, you must keep moving.*

Albert Einstein

Factoid  
of  
the  
Month

## Companies Do Well if Workers Feel OK About Speaking Up

Companies rated by their employees as being in the top quartile in openness of communication delivered an average total shareholder return of **7.9%** over a recent 10-year period, compared with **2.1%** at companies in other quartiles, according to the Corporate Executive Board. Among 7 key indicators that the organization tracks in more than 130 companies worldwide, the one most strongly correlated with 10-year returns is employees' comfort in speaking up, even when they have negative things to say.

What's New  
with  
ASTD  
National?

## Professional Development Webcasts

Remember, as an ASTD-National member you can browse and view any of the professional development webcasts in the Library at <http://www.astd.org/membership/ProfDevWebcast.htm>

## Learning Transfer Conference



ARLINGTON, VA  
NOVEMBER 14-15, 2011

**BE A VALUED BUSINESS PARTNER WITH THIS CONFERENCE.**

To be a business partner, learning leaders need to deliver improved performance results instead of just "learning events." The Learning Transfer Conference gives you the tools and insights you need to transform learning into performance improvement, and change your department from "order taker" to strategic partner.

The face-to-face event kicks off a 10 week learning experience. It begins with pre-conference preparation, continues through the one-and-a-half-day event, and wraps up with 8 weeks of online coaching and support for learning transfer.

View the complete conference  
agenda and learn more.  
**Register**



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readers timely access to news and events regarding ASTD-LA and to meet the professional development needs of our constituents through leading-edge articles. As ASTD-LA's central communication resource, the *InterChange* consistently links people together to facilitate the exchange of information. We welcome your contributions and comments.

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**MISSION STATEMENT** The *InterChange* is committed to giving our readers timely access to news and events regarding ASTD-LA and to meet the professional development needs of our constituents through leading-edge articles. As ASTD-LA's central communication resource, the *InterChange* consistently links people together to facilitate the exchange of information. We welcome your contributions and comments.



# Building Community



## Volunteer Spotlight

### On Paula Markgraf-Katz



#### 1. What is your current job function and level of responsibility?

I am currently Director of Staff Development and Recruiting at Wescom Credit Union, responsible for acquisition, development and rollout of all compliance training and professional development programs as well as staffing and managing HRIS, including the learning management system.

#### 2. What motivated you to join ASTD-LA, and how long have you been a member?

I was motivated to join ASTDLA two years ago to capture a discount on two workshops that I felt would increase my effectiveness as a training manager. The workshops were "Front end needs analysis" and "Training evaluation and ROI calculation" offered in September 2009.

#### 3. What are some of the volunteer activities you have been involved with while a member of ASTD-LA?

Primarily I have been involved as a member of the Board. I have also volunteered to be a mentor through the chapter's mentoring program. In addition, I have made available the Predictive Index behavior assessment to any mentors and mentees in that program who feel that it may be helpful to either of them personally or to enhance their understanding of each other and their respective communication styles. Several of them have taken me up on the offer.

#### 4. What other volunteer activities have you been involved with external to ASTD?

I have formerly been involved in several youth oriented endeavors -- merit badge counselor for the Boys Scouts of America and as a Board member of a small private school.

#### 5. For ASTDLA members who may be considering volunteering now or in the future, what advice can you share with them?

Get involved where your interests are. There is always a need for leadership and energy in professional organizations and the experience is so enriching when we stretch ourselves while we are helping others. For me, the experience of being on the Board has reinforced how important it is to keep involved. By attending chapter meetings and participating in the monthly programs as well as through Board discussion of issues, I have really gained perspective on training challenges and solutions. I take back approaches from the Board experience to my job, while I bring a perspective from my job to the Board -- a win-win.

**Paula Markgraf-Katz, MA**, is Director of Staff Development and Recruiting at Wescom Credit Union. She is a career Human Resources professional who is accomplished in instructional design and training facilitation as well as organizational development, employee relations, HR Operations and recruiting. Paula's work in training has been both as an "insider" in corporations and as a consultant. She has designed and delivered courses for employee development, tools and programs to enhance managers' ability attract, develop and retain quality employees and large-scale programs and communication materials to support firms working through change during mergers and acquisitions.

Paula assumed management of the Wescom training function, Wescom University, in 2009, a year when the full impact of the recession challenged corporations and hit training teams hard. Her prior work in Human Resources was in new media, traditional media, non-profit and engineering industries for firms such as Disney, General Motors- Hughes Electronics, The Los Angeles Times and Phoenix House of California. She owned a boutique consulting firm that specialized in design of compensation and performance management programs for client firms in the Los Angeles' area. Client firms included Boeing, The Los Angeles Times, The Walt Disney Company and Jacobs Engineering and others in a variety of industry sectors.

# Leadership Corner

By  
Dave  
Jensen



## Leading with Empathy

We had already biked 120 miles through Sequoia National Park in two days. I was shocked that my legs felt strong as we made the final push through 20 miles of hot, dusty, roads to our hotel in Exeter, CA. I took the lead to give my friend Mike a break. Two minutes later, he took the lead. I heard his labored breathing as I bolted by again, my resilient legs urging me to upfront for a while (and block the wind for him). But

stay  
two minutes later, he passed me. This time, I started to move to the front after only a minute. He barked at me to stay back and let him do some of the work. I backed off, wondering why he was so upset. A few miles later, I found out.

We stopped to refill our water bottles and have a “chat.” He explained that although he was dead tired, he needed to spend time in the lead. I told him my legs felt strong and that I didn’t mind doing most of the work at the front (thereby allowing him to draft behind). He replied that he didn’t feel good about himself unless he was “contributing” by sharing the work. He then apologized for yelling (i.e., not expressing his emotion well) and I apologized for being clueless about his need to be at the front (i.e., not being more empathetic).

How about you? How empathetic are you, especially you’re working hard?

Leading researchers in the field of emotional intelligence have found that social intelligence, especially empathy, is critical to effective leadership. (1) High-level executives, hired for their strong self-discipline, drive, and intellect, often are fired because they lack social skills, especially empathy. Empathy is also critical when giving feedback to employees. Imagine if you had two groups that needed performance feedback. One group you give negative feedback, but you give positive emotional signals such as smiling

and nodding during the session. To the second group, you provide positive feedback but deliver it with negative emotional signals such as frowns, wrinkled brows, and narrowed eyes. Research tells us that the people who received positive feedback with your negative emotional signals would feel worse about their performance than those who received negative feedback with a positive emotional delivery. How can you can be more empathetic when you need to deliver negative messages?

Here are six steps to help develop your social intelligence, such as empathy:

1. Develop a personal vision for change. Write down the clear picture of the person you want to become, especially as it relates to being more empathetic.
2. Undergo a thorough diagnostic assessment. Ask your Human Resource Department or e-mail me for information about assessing your emotional intelligence.
3. Keep a log of your daily successes and failures. Use the log to help you notice when and how you practice new empathy behaviors.

4. Work with a mentor. Identify someone at work who has excellent emotional intelligence skills. Ask them if you could work with them over the next several months to grow your skills. Leaders I coach often have an internal mentor at work also. A coach and mentor is a great one - two punch.

5. Use daily reminders. Identify current habits that you can link to the new behaviors you want to augment. For example, if you take notes during meetings, you might write words at the top of your notepad to help remind you to be empathetic during meetings. Every

time you looked down to scratch a note, you'll see your reminders.

6. Celebrate small success. Reward yourself whenever you experience small progress using or growing your new skill. When I was an executive at UCLA, I rewarded my progress by walking to the cafeteria for a frozen yogurt, going out for lunch, or taking a mid-afternoon break. That which gets rewarded gets repeated.

My friend and I finished our biking journey... and we are still friends because we are both committed to growing our emotional intelligence. How are you going to continue growing yours?

See you on the mountain,

Dave

1. Daniel Goleman and Richard

Boyatzis; Social Intelligence and the Biology of Leadership, 'Harvard Business Review,' September 2008, 74 - 81.

Dave Jensen and his team *transform proven leadership tools into your success stories*. Dave is an executive coach and an engaging speaker at conferences, meetings, and retreats. He can be reached in Los Angeles, CA, at (310) 397-6686 or <http://davejensenonleadership.com/>.

## Leadership Corner



### ASTD-LA Member Benefits

- Professional Growth
- Networking: Meet Like-Minded People
- Enhanced Career Potential
- Leadership Opportunities
- Plus, as a member, you receive other great benefits...
  - Discounts on Chapter Meetings, Workshops, Professional Development and more.
  - Free monthly webinars
  - The InterChange, our monthly newsletter
  - The ASTD-LA Website: members-only access
  - Access to Jobline and ASTD-LA career development activities

Join today by calling 562-908-3020 or online at [astdla.org](http://astdla.org).

## Mentoring the Gap: Tips on Closing the Generation Gaps That Hamper Effective Mentoring Relationships

By Devon Scheef and Diane Thielholdt, *The Learning Café*

How modern is your mentoring? Like every other business practice you employ, mentoring should continually evolve and grow to match your organization's shifting workforce, needs and environment. And that includes improving how different generations of participants in your mentoring program work together. It's time to take a look at cross-generational mentoring partnerships and see how well they're working.

One simple way to maximize mentoring is to give all participants the tools they need to bridge generation gaps in their mentoring relationships. Those tools aren't girders and ropes, but rather awareness, appreciation and a basic understanding of the common differences that the four generations in today's workplace have—differences in perspective, behavior and approach that can cause mentors and partners to miss the mark on important messages.

### 5 Signs That Your Mentoring Program Needs a Refresh

1. Participants have stopped meeting or talking regularly.
2. You hear comments like "it's not real," "not connecting" and "doesn't understand me."
3. Discussions stay at a superficial level, instead of candid dialogue.
4. Mentors seem frustrated and are concerned about wasting their time.
5. Mentoring relationships seem hierarchical, rather than co-equal and reciprocal teaching and

### Cross-Generational Mentoring: Challenges and Opportunities

Recent research conducted by The Learning Café indicates that most of today's mentoring involves cross-generational relationships. This is good news, because we know that when the participants are different from one another, a higher degree of reciprocal learning can take place. So if you have mentoring pairs or teams that are not cross-generational, you might want to mix things up more.

However, the cross-generational component does reveal some gaps—or as we like to phrase it, some different perspectives, work styles, behaviors and expectations. These differences can feel like generation chasms to those who don't understand their partner's differences, and can cause learning to shut down.

Those in a cross-generational mentoring relationship must navigate six gaps—one for each of their different generational views on key workplace issues. Participants should consider each of these as an opportunity to learn about other people, to discover new ways to communicate and work, and to be better prepared for working in a multigenerational environment.

#### 1. Expectations

Members of different generations have very different expectations of their job, their employer, and thus the mentoring they're involved in. For example, while the oldest generation is accustomed to putting their heads down and getting things done (and expect the same of coworkers of all ages), Gen Xers' expectations were formed when they saw their parents laid off or face job insecurity in the 1980s. They have redefined loyalty, and are interested in what their employer can do for them in terms of new skills and opportunities. And Millennials, the youngest generation in the workplace, bring with them an "I want it all now!" attitude.

# Generational Learning, cont'd

What happens when a Silent Generation manager mentors a Millennial, and expects that person to take a suggestion without questions or negotiation? The answer is, nothing happens—the mentoring moment can be a failure. But if that mentor has learned a bit about how Millennials think, what they value and why they are the way they are, she can subtly change the way she presents information, suggestions and direction so that her protégé blossoms.

## 2. Career

Each generation has a different idea of how their job progression should happen. Millennials often look for quick movement to the next thing, for example. This trait may be seen as an unrealistic expectation of promotion, when in fact it is a hunger for new knowledge and skills—an ideal trait in a mentoring participant! On the other side of the career spectrum are the Boomers, who enjoy a long stay in a position that allows them to attain mastery. Because mentors commonly give career advice, and naturally do so from their own mindset, a Boomer who expects a younger worker to share his expectations will be tuned out. The take-away lesson here is, find out what your mentoring partner expects and values in her career and tailor your advice to her perspective.

## 3. Communication

This is an area of generational differences that everyone has noticed. Millennials like to communicate quickly and briefly—texting or tweeting—while Gen Xers are more about e-mail. Boomers consider meetings (ideally, in person) the best way to communicate, and Silents prefer to send and read memos. All of these methods are fine, and often appropriate.

A best practice for beginning (or re-examining) a mentoring partnership is to discuss how you'll communicate with each other. If preferences are wide apart—texting vs. weekly one-hour meetings, for example, find a middle ground or acceptable combination of methods.

## 4. Management style

The generational view of an effective manager ranges widely from military commander (**Silents**) to a friendly coach (Millennials). Whether the mentor views herself as managing her mentoring partner or is simply instilling lessons in leadership, it's important to overcome this difference. Know that Boomers prefer a collaborative manager and Gen Xers like an entrepreneurial one. You may not be able to change your style, but don't reject their preferences.

## 5. Feedback

Any good mentoring relationship involves a great deal of feedback. How that feedback is delivered plays a part in its effectiveness, and delivery should vary for each generation. Withhold feedback from a member of the

Silent generation, and he'll figure that "no news is good news," so he must be doing everything well. Similarly, Boomers equate pay raises with positive feedback and look no further for improvement. Gen Xers on the other hand are eager for feedback, and feel no fear when hearing "come into my office for some feedback." Millennials are also fine with feedback, as long as it's delivered with a positive spin.

One challenge with this much-coached generation is that you may be the first person to ever tell someone that they have something they need to improve upon! So use a coaching tone when you give feedback; they're used to that.

## 6. Change.

Some generations, such as the Silents and Boomers, are more leery of organizational change than others. Silents need to know how a change is going to personally impact them, while Boomers may be more reluctant to abandon how things are currently done. Understand these reservations and you'll be able to address them and make a change more palatable. Also know that Millennials are not just confident during change, they may well be willing to add to it with boundary-pushing ideas of their own.

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### *The Generations Defined*

*The Silent Generation – born 1933-1945*

*Baby Boomers – born 1946-1964*

*Generation X – born 1965-1976*

*Millennials – born 1977-1998*

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# Generational Learning, cont'd

## Mentoring Tips for Each Generation

Now that you're aware of the six most common gaps that cross-generational mentoring relationships must bridge, here are a few "dos and don'ts" from The Learning Café for getting mentoring relationships in sync.

### **Millennials – 140 Characters of Mentoring**

The "Life Style, Work Style" generation is the most coached and mentored generation to enter the workplace. Because of their structured childhoods, they are familiar with and appreciate what mentoring can do for them. And when called upon to be mentors, they return the favor.

**DO** provide structure and support in any work environment, including mentoring.

**DO** use a "zoom in, zoom out" approach to explaining processes. Millennials don't yet have the experience to know the big picture, and they always need detail.

**DON'T** ignore their high expectations. What may sound like an expectation of promotion may be a desire for new knowledge and skills.

### **Gen Xers - "Hands-off" Mentoring**

No longer the new kids on the block and solidly mid-career, the "Work to Live" generation is sharing and seeking mentoring partnerships as they look for the straight-up scoop on how their career is playing out.

**DO** be aware of their use of the career lattice. Gen Xers still find lateral moves useful, rather than seeking higher positions.

**DO** understand the power of casual connections. Mentoring doesn't have to be structured or formal; Gen Xers are comfortable seeking out mentoring when they need it.

**DON'T** give them step-by-step instructions. These mature workers have moved beyond this.

### **Boomers – Casual, Conversational Mentoring**

Once known as the "Live to Work" generation, time and maturity have mellowed this generation's workaholic ethic as they address life issues related to aging parents and growing children or grandchildren.

**DO** help them stay relevant. They don't want to retire—they want to redefine their work, revitalize and rewire.

**DO** encourage their natural quest for self-improvement. Boomers know they can always improve, and they like to "play to their strengths."

**DON'T** provide too many rules or too much structure. With their wealth of experience, Boomers understand that the partnership is the key to effective mentoring, not the structure.

### **Silents – Give & Take Mentoring**

Long known for "Work First" then play, this generation has much to give as mentors. And they are still willing to learn, too.

**DO** encourage their contribution and collaboration. Silents place value on their ability to contribute, and they take it seriously.

**DO** ask them to share their knowledge legacy. Help them pass along their implicit and explicit job knowledge.

**DON'T** think they're too old to learn. Silents have adapted admirably to many changes—including a tremendous technological explosion during their careers—and will continue to do so.

## Conclusion

Modern mentoring relationships are becoming more reciprocal. The traditional teacher/student model is being replaced with a true partnership, where all parties teach and learn. In cross-generational mentoring, participants are certain to learn even more, as they discover new viewpoints and work styles. This undoubtedly leads to new valuable insights into colleagues and others, which in turn enriches the entire workplace.

For more information, contact:

Devon Scheef  
The Learning Café  
[DevonS@thelearningcafe.net](mailto:DevonS@thelearningcafe.net)  
(805) 494-0124





# Driving Learning

## Learning Opportunities Webinar

### Leading With Grit & Grace

Presented by Leslie Williams

**Date:** Tuesday, November 29, 2011

**Time:** 12:00 to 1:00 p.m. Pacific Time (You serve yourself lunch while we serve up some knowledge!)

**Location:** Your nearest and most comfortable Internet connection

Interpersonal style is core to a leader's success. This especially true for women. Why? Because, unfortunately, many organizations still fixate on – and afford less leeway to – the way that women lead. As a result many women leaders find themselves consumed by a search for that 'one right style' that will allow them to get the job done without being criticized for being 'too hard' or 'too soft.'

Leading With Grit & Grace™ is a workshop that provides a potent and portable model for women to examine issues of style and consider new ways to become more effective without sacrificing their authenticity.

**About the Speaker:** Leslie Williams is a Master-Certified executive coach with over 20 years' experience in the field of leadership development. She specializes in helping women leaders to achieve a more balanced and versatile style of influence. As a result, her clients are able to motivate a wider spectrum of employees and succeed in a wider variety of organizational environments.

#### **LOGISTICS:**

**NEW DATE:** Tuesday, November 29, 2011

**Time:** 12:00 to 1:00 p.m. pacific time (You serve yourself lunch while we serve up some knowledge!)

**Location:** Your nearest and most comfortable internet connection

#### **Pricing:**

Members: FREE

Non-Members: \$20

Registration deadline is 9:00 a.m. on the day of the webinar

[Register now](#)

**IMPORTANT ACCESS INFORMATION:** Once you register thru this system, you will receive a confirmation email that gives you further instructions and another link to complete your registration with the webinar host. If you cannot attend the webinar live, but would like to have access to the recording, be sure to complete this step.

If you do not receive a reminder email by 4:30 p.m. the night before with the access instructions, please contact Denise at [office@astdla.org](mailto:office@astdla.org), immediately!

4 Fri

**SPECIAL DIVISIONS**  
**South Bay**  
TBA  
**Location:** Toyota Auto Museum, Torrance  
**Time:** 7:30 – 9:00 AM

5 Sat

**LEADERSHIP DAY**  
**Location:** Hollywood  
**Time:** 9:00 AM – 1:00 PM

11 Fri

**SPECIAL DIVISIONS**  
**Westside Breakfast**  
“Understanding the Generational Divide: How to motivate, engage and retain your 20-Somethings” with Beverly L. Weise, MBA  
**Location:** TBA  
**Time:** 7:30 – 9:00 AM

**SPECIAL DIVISIONS**  
**External Trainers/Consultants**  
TBA  
**Location:** (New Location in Torrance)  
**Time:** 2:00 – 4:00 PM

16 Wed

**SPECIAL DIVISIONS**  
**e-Learning**  
Topic TBA  
**Location:** Online  
**Time:** 10:00 – 11:00 AM

**SPECIAL DIVISIONS**  
**Virtual Learning** with Debbie Newman  
**Location:** The virtual world known as Second Life®  
**Time:** 7:30 – 9:00 PM

17 Thurs

**CHAPTER MEETING**  
“Collaboration: YES Group Think: NO Moving From Black Hats and Red Pens to Green Hats and Blue Pens”  
Presented by Bill Bellows, Tim Higgins & Cade Wilson  
**Location:** Beverly Garland Hotel, North Hollywood  
**Time:** 5:45 – 9:00 PM

24 Thu

**SPECIAL DIVISIONS**  
**Organizational Development**  
TBA  
**Time:** 6:30 – 9:30 PM

29 Tues

**WEBINAR**  
“Leading With Grit & Grace” Presented by Leslie Williams  
**Location:** Your fastest Internet Connection  
**Time:** 12:00 – 1:00 PM

1 Thursday

**CHAPTER MEETING & HOLIDAY PARTY**  
“Using Stories to Inspire and Engage”  
Presented by Marcus Schaller  
**Location:** Olympic Collection, West LA  
**Time:** 5:45 – 9:00 PM

WE SUGGEST YOU CONFIRM ALL EVENTS AND DETAILS AT [WWW.ASTDLA.ORG](http://WWW.ASTDLA.ORG) FOR ANY LAST-MINUTE CHANGES.

## September New Members

Steven Barnes  
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Ed Wesley  
Organizational Training Manager  
707 Wilshire Blvd #5050  
Los Angeles, CA 90017

On behalf of the InterChange staff and the Board of Directors, we wish you and yours a wonderful Thanksgiving!

Please consider joining us on December 1<sup>st</sup> as we celebrate the holiday season at the December Chapter Meeting and Holiday Party!