



CENTER FOR MANAGEMENT DEVELOPMENT

INDIANA UNIVERSITY NORTHWEST

News from the Center

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Managing Yourself - Zooming In & Out

In a recent Harvard Business Review online article titled "**Managing Yourself: Zoom In, Zoom Out**," Rosabeth Moss Kanter offers some fascinating thoughts about the lens through which leaders view the world. She says that lens can help or hinder a leader's ability to make good strategic decisions, especially during crises. "Zoom in, and get a close look at select details - perhaps too close to make sense of them. Zoom out, and see the big picture - but perhaps miss some subtleties and nuances." Kanter says one telltale sign you are stuck in a perspective that's too close in is when you treat every situation as unique. Questions she suggests asking in that situation are, "Are there other similar situations? What categories or groupings make sense?" Are you too far out? If you always stay on major established paths, for example, she suggests asking "Are there side roads or shortcuts?" Kanter says, "The best leaders work the zoom button in both directions." See what more she has to say [here](#).

The Value of Training

Two recent articles in Workforce.com discuss training's value. In "**TOOL: The Nuts & Bolts of Valuing Training**,"

Gillian Flynn talks about calculating the ROI of training, which, she believes, is sometimes simple, sometimes subjective and sometimes not worth the effort. Laurie Basi, VP for research at the American Society for Training and Development (ASTD) says, "The ideal type of training suited for calculating ROI is one-time training on a specific skill. In more complicated scenarios...the focus is best placed on value and

She says we need to ask, "Did training bring the company new customers? Did it reduce turnover? Did it increase sales? Can HR actually show how training affects the bottom line? To the first questions, Richard Roth, managing director of Hackett Benchmarking and Research, says, "Absolutely. Companies



results, rather than a number-based ROI."

Flynn says that the four-level model developed years ago by Donald Kirkpatrick is still widely used and valuable. In his model, level one measures reaction; level two measures learning; level three measures the application to the job; and level four covers business results.

Carrol Lachnit, in "**Training Proves Its Worth**," says this about training: "When times were good and money plentiful, training and development programs flourished. Many companies were happy to train employees, because it both strengthened the organization and served as a retention tool." She goes on to say, "If training programs are going to survive the budget knives during this economic downturn, they have to prove their worth."

that spend more than the average amount on training have a higher placement of internal hires, and that reduces, in real dollars, recruiting costs and downtime. The other thing we've been able to show is that companies that spend more on training have lower annual turnover."

Dr. Charles Hobson and Dr. Andrea Griffin of IUN's School of Business & Economics recently addressed Lachnit's final question during a presentation to members of the Northwest Indiana Chapter of the Society of Human Resource Management (SHRM) titled "**Inside the Metrics: Figuring out the Bottom Line**." For HR professionals who are interested in learning more about the subject, Dr. Hobson and Dr. Griffin will conduct a follow-up session on this topic on the IUN campus on **April 15 from noon to 3 pm**. For details, call **981-4257** or email at mgtctr@iun.edu.

If your training and development activities slowed with the economy, this is a good time to get them moving again, and **The Center for Management Development at IUN** can help. With access to the award winning faculty at the **School of Business and Economics**, the Center is well prepared to assist you with custom designed training and development programs and expert consultation.

Let us work in partnership with you to identify and implement an effective training and development strategy that meets your needs and the needs of your organization.



More on the Value of Training...A Success Story from Motorola

If you need more proof of the value of training, here is a success story from Motorola, also in Workforce.com in an article titled "**Tech & Sympathy**." According to Mike Horton, Motorola's senior director of technical operations, "Despite a high level of technical competency and product knowledge, service reps often fell short in the area of

interpersonal skills. Numerous complaints centered on the handling and management of service calls, extended wait times, longer-than-normal call duration and recurrence of the same problems."

Motorola instituted Service Excellence training, or as Horton describes it, "What we've done is put our folks in the 'Walk a Mile in My Shoes' attitude, from the customer's perspective." The results have been phenomenal... customer satisfaction scores jumped 10% in the first nine months...call-resolution rates, referring to issues being resolved the first time a customer calls, climbed nearly 60%. John Ragsdale, VP with the Service and Support Professional Association, a trade group in San Diego said of this training, "It's good to see Motorola taking notice of the trend, because the skills that made customer service people effective five years ago won't be effective in the future." That presents a major training challenge, says Ragsdale, for younger workers "who are good at texting but never really learned phone-interaction skills."

Coaching Takes Center Stage



In this short article on [Coaching](#) in Workforce.com, Garry Kranz talks about the rising strategic value of professional coaching. According to Kranz, "Industry observers say professional coaching has gathered steam, and is being used to tackle a range of strategic business issues...organizations are pairing high performers with coaches to accelerate their development - and get the best return on investment." He sees coaching serving as a retention tool by demonstrating an organization's commitment to career development. He quotes Carl Nielson, a Dallas management consultant, who says "Coaching helps make up for decades of "shortsighted" human resources practices when organizations failed to capture the knowledge of veteran employees. Now they see a lot of people rising into leadership roles before they are ready. That's where coaching comes in."

[The Center for Management Development](#) has considerable experience with one of the best coaching tools available, the [16PF Leadership Coaching Report](#). The 16PF focuses on personality issues related to leadership as a broad concept, looking at the dimensions of problem solving, influence, emotional resilience, extraversion, practicality and self-control.

Call us at [219-981-4257](tel:219-981-4257) to learn more about this instrument and how you can most effectively use the coaching process in your organization.

Finally, for a laugh or two at the end of the news, see the [HBR Strategic Humor](#) cartoons page. Enter your own caption for one of their cartoons and you could be featured in the next month's slideshow and win a free Harvard Business Press book.

Some dates to remember:

- In partnership with the **Northwest Indiana Chapter of SHRM**, we will be offering the **Essentials of HR Management**, a 12 hour program on two consecutive Saturdays, April 23 & 30 from 9 am -3:30 pm. and the **SHRM Learning System**, a 36 hour preparation course for PHR and SPHR certification exams, beginning on September 10 and continuing for 7 consecutive Saturdays. Both programs will be on the campus of IUN. To request a brochure, call **219-981-4257** or email at mgtctr@iun.edu for more information. To register on-line, visit us at the **Center for Management Development**.
- You won't want to miss the **2011 Chick-fil-A Leadercast, Voices of Change**, broadcast live from Atlanta, GA on **May 6**, direct to viewers at sites throughout the country. We will be hosting the event on the campus this year, for the first time. You may be familiar with the Leadercast...and may have attended in the past. If not, you can learn here about the history of this premier leadership event and the outstanding collection of speakers for this year. **Register early and secure tickets on line**. Reduced rates for students and for groups of 10 or more.