



## Attention Focused on First-Timers



C. Michael Ferraro addresses first-time attendees at Sunday morning's newcomers orientation

## Reporter's Notebook

### Be a Superstar!

What is the key to unleashing employee talent? How are happiness and success related? Lisa Edwards from Corbis shared these secrets yesterday in her session, "Bloom! What Superstars Do Differently and How You Can Do the Same."

Teaching from The Extraordinary Results Model, Edwards shared which characteristics define strugglers (negative and ordinary), drivers (negative and extraordinary), thrivers (positive and ordinary), and superstars (positive and extraordinary). The goal is to work toward superstar status.

"Superstars find their work personally fulfilling," Edwards said. "They have a mission, and they live on purpose."

Edwards shared statistics on the causal relationship between happiness and success—as one increases, so does the other. She asked participants to jot down their different talents: those they are not good at and don't like to do; those they are not good at but love to do; those they are good at but don't like to do; and those they are good at and love to do. When people focus on those talents that they both love and excel at, they will find themselves in the superstar sweet spot, where their happiness and success bloom.

### Harvest, Store, and Transfer

Marty Rosenheck from Cedar Interactive is a "fresh voice" on the scene at the ASTD

2010 International Conference & Exposition. Yesterday, he taught session attendees how to work with subject matter experts to untap their knowledge for training purposes in "Harvesting Expert Knowledge."

A concept map, triadic card sort, process table, and stimulated preview are methods for gleaning the information that many experts find intuitive and difficult to teach. The next step is to store the knowledge using tools such as wikis, models, decision trees, expert stories, and documentation.

The final step, knowledge transfer, includes initial learning and ongoing learning. Just as experts learn what they know by doing it, trainers must encourage "learning by doing" by capitalizing on teachable moments, blended learning, and integrated systems and skills.

The final equation: harvest + store + transfer = increased expertise and proficiency, which produces desired results.

### Moving Into the Frontier

ASTD 2010 public sector attendees learned about a new federal government leadership program yesterday in the session "Breaking Down Walls: Interagency Leadership in the Federal Government." Bill Adams and Thomas Gaffney from the Center of Creative Leadership unveiled this prototype for achieving the nexus effect—collaborative, transformational

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## Charlene Li on Opening Up to Change



Adapting to new times is essential for any leader. While a command-and-control leadership style may still serve its purpose in some cases, many executives find such an approach to be ineffective in their organizations today.

Today's business environment calls for openness, transparency, and authenticity—approaches that are not easy for many leaders to adopt. Charlene Li, influential thought leader and guide on emerging technologies, explains how a strategic use of social media can aid leaders in becoming more open with their employees.

"New technologies—such as Facebook, blogs, Twitter, and YouTube—change relationships and how we interact, how we connect, and how we get information," says Li. "They can really help to support open

leadership. For example, being open with communication: When does it make sense to be open, and how do you use these tools to get the communication out there?"

In her newest book, *Open Leadership: How Social Technology Can Transform How You Lead*, Li shows leaders how to use social media to be open while maintaining control. According to a review on Li's website, "by embracing social media, leaders can transform their organizations to become more effective, decisive, and ultimately more profitable in this new era of openness in the marketplace."

According to Li, several qualities, described in detail in the book, mark an open leader: humility, confidence, curiosity, and the ability to recover from failure. A humble leader recognizes that while she has a lot

to offer, she also has a lot to learn. A confident leader can let go of his need to be in control, while resting assured that things will get done.

A curious leader wants to know what's on the other side and is eager to learn new ideas and information. A leader who is open to failure cultivates an environment in which employees are not afraid of failure, but view it as an opportunity to grow. "Open leaders have an optimistic mindset: They believe that when people are given power and responsibility, they will do good things," Li adds.

Li's interest in using emerging technologies strategically in business began in the mid-90s when she worked in newspaper

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