

Subject: News and Views and Invitations -- May

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D-Letter

from DUBLIN CONSULTING
May 2007

Dear Lance,

Welcome to the May issue of the *D-Letter*.

First, I want to thank all of you who voted for Training Industry, Inc.'s Top Twenty award. I was flattered to be nominated and am humbled to be voted as one of the Top Twenty Most Influential Training Professionals.

With 2007 now in full swing I'd like to invite you to join me in my next webinar - tomorrow, May 24th - and also at the ASTD International Conference and Expo in Atlanta, June 3-6th. Also, in this D-Letter we'll take a look at branding and brand identity, continue to explore the intersection of creative abrasion and appreciative inquiry, and further define the role and work of a Chief Solution Architect.

Thank you for joining me. As always, I welcome your comments, feedback and participation. Don't hold back.

My best,
Lance

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On My Mind



From your responses, my declaration of myself as a 'creative abrasionist' seems to have struck quite a chord. But, remember what I said. I said I work at the intersection of creative abrasion and appreciative inquiry.

Ap-pre'ci-ate, v.,
1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to

Facts for Thought

"The problems that exist in the world today cannot be solved by the the level of thinking that created them."

Web's most-visited properties in March measured by the number of unique visitors (source: comScore Networks):

- Google = 528 million
- Microsoft = 527 million
- Yahoo = 476 million
- Time Warner = 272 million
- eBay = 256 million

World's most valuable brands measured by the potential earnings of a brand and loyalty (source: Millward Brown Optimor):

- Google = \$66.4 billion
- GE = \$61.9 billion
- Microsoft = \$55 billion
- Coca-Cola = \$44.1 billion
- China Mobile = \$41.2 billion



perceive those things that give life (health, vitality, excellence) to living systems 2. to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING. In-quire' (kwir), v., 1. the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.

Myth Buster



MYTH:

Brand and brand identity are just not relevant concepts for LMS & LCMS, and learning & e-Learning programs.

TRUTH:

Brand and brand identity are critical to the success of LMS & LCMS, and learning & e-learning programs. Advertising legend and branding guru, Walter Landor once said: "Simply put, a brand is a promise. By identifying and authenticating a product or service, it delivers a pledge of satisfaction and quality." And, the brand identity is the "outward manifestation of the essence" of the brand.

ACTION:

Create a unique brand and brand identity for your LMS & LCMS , learning & e-learning programs. Begin by defining their tangible and intangible characteristics. If you are stuck, ask yourself - and a representative cross-section of audiences - the question, "If our system/program were a car,

According to David L. Cooperrider and Diana Whitney, two of the luminaries in this field, "Appreciative Inquiry is about the coevolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic

what make and model would it be, and why?" The answers will help you define these characteristics that make your system/program unique.

Once you have a sense of your brand then you can determine the specific elements that will be used to identify - and recall - your brand, including name, symbol, colors and tag-line.

P.S. If you have any learning or change myths you'd like me to address or you'd like to share, please email me. I welcome your participation.

[Click here to check out all of the Myth Busters](#)

Tomorrow (May 24th) Webinar: How to Get the Best Return on Your LMS Investment

It's all well and good to talk about theories and ideas. But, what really matters is figuring out how do you **apply** them in your organization. In this three- part Spring Webinar Series, I'm focussing on the "how-to's". There are two webinars left in the series:



- Thursday, May 24th "How to Get the Best Return on Your LMS Investment"
- Thursday, June 14th "How to Develop a Comprehensive Learning Architecture"

In tomorrow's (May 24th) webinar on LMS (and LCMS) we are going to focus on the critical non-technical elements - the people. We are going to explore how to best apply consumer marketing and change management concepts and approaches to engage your learners, motivate their managers and energize your whole organization. After all, it's these factors which make the real difference in getting the highest return on your LMS/LCMS investment.

These one-hour webinars are FREE. They start at 2:00pmEST. I suggest you give yourself a few minutes to get connected as we start on-time.

I look forward to 'seeing' you - and your colleagues - online.

P.S. If you want to review a recording of previous webinars, click on the Quick Link.

[Click here to register for these webinars now](#)

discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential." WOW!!!

Appreciative Inquiry typically utilizes this 4-stage process:

1. DISCOVER: The identification of organizational processes that work well.
2. DREAM: The envisioning of processes that would work well in the future.
3. DESIGN: Planning

Among the Top Twenty Most Influential Training Professionals



Earlier this month, Training Industry Inc. announced the award for the Top 20 Most Influential Training Professionals in 2007. This award recognized individuals for technology innovation, best practices, research, and other contributions that have shaped the corporate training industry. Over 20,000 votes were received.

I was flattered to be nominated and am humbled to receive the award along with such distinguished company.

Thank you again for all who voted - and a special thanks for those who voted for me! :)

[For more information on the award and to see the list of winners, click here](#)

ASTD Showcase Session & Article



I have been asked to be a Showcase Speaker at the upcoming ASTD International Conference and Expo, June 3- 6th in Atlanta. According to ASTD, "Showcase speakers are whose sessions were exceptionally popular at the 2006 conference and have been invited to return and reprise their topics, or offer new ones, which offer substantive or innovative content with a positive impact on people and the profession."

Session Title: "Keys To Successful E-Learning Implementation: Motivating Learners, Managers, and Organizations"

Description: Making your e-learning a success requires more than the right content, great design, and effective technology. It requires that you implement it effectively and quickly integrate it into your organization's culture. By applying proven techniques and approaches from change management and consumer marketing, you can develop an implementation plan to motivate your learners, engage your managers, and energize your organization.

For more information on this session - and the Conference as a whole - log

and prioritizing processes that would work well

4. DESTINY (or DELIVER): The implementation (execution) of the proposed design

The basic idea is to build solutions around what works, rather than trying to fix what doesn't. The approach acknowledges the contribution of individuals and uses stories of concrete successes to create meaning, and, increase trust and organizational alignment. This, in turn, makes the execution and change management so much easier

It seems to me that truly powerful and impactful solutions can be conceived, developed and implemented by bringing together

onto the conference website from the link below. And, if you will be at the Conference, please let me know so we can arrange a time to get together - in person!

Also, check out my article in this month's ASTD Learning Circuits, "*Success with eLearning: Great design, great content, right tools - what are you missing?*" The Showcase Session at the Conference will expand on the information in this article. You can access this article from the *Quick Links*.

[Click here for more information on the ASTD 2007 International Conference & Expo](#)

Chief Solution Architect: Defining AND Executing Strategy



It has often been said that creating strategy is easy, implementing it is very difficult. One reason is that organizations tend to just jump into execution without thinking. It's the strategy equivalent of the 'if-we-build-it-they-will-come' mindset. Another reason is that there is a perception that smart people plan and the others execute. Poor communication, loss of focus, lack of implementation expertise, and executive inattention all are common pitfalls.

Experts at Wharton School of Business have defined these five steps that improve the chances of success:

1. Develop a model for execution
2. Choose the right metrics
3. Don't forget the plan
4. Assess performance frequently
5. Communicate

It is the responsibility of the Chief Solution Architect to think wholistically - from concept to plan to execution to organizational reinforcement - and to bring and apply proven processes. Studies show this combination of the right person and the right process delivers the best results.

[Click here to find out more at DublinConsulting.net](#)

this approach of positive change through dialogue with the approach of using friction to produce wonderful creative sparks. I see creative abrasion as being the 'kindling' that ignites the fire of positive change that is then stoked and nurtured by appreciative inquiry.

Are creative abrasion and appreciative inquiry the yin and yang of innovation and change? I welcome your ideas, your thoughts, your questions, and look forward to our dialogue.

Quick Links

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[Spring "How-to..." Webinar Series Registration](#)

[Webinar Recording Archive](#)

[Upcoming Conferences and](#)

[Webinars](#)

[ASTD Learning Circuits - "Success with E-Learning: Great design, great content, right tools - what are you missing?"](#)

[e-Learning Guild: LMS Research](#)

[Cutter Benchmark Review: E-Learning Tools and Approaches Research](#)

[CLO Magazine -- "E-Learning Success: Engaging Organizations, Motivating Learners"](#)

[CLO Magazine -- "John Muir Health: Bringing the LMS into the Corporate Culture"](#)

[eLearning Magazine -- "Five Questions... for Lance Dublin"](#)

[ISPI Performance Express -- "What we have here is . . . failure to communicate"](#)

[Myth Buster Archives](#)

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