



Good Afternoon IAWP Colleagues,



In many ways it seems like it was just yesterday that I was standing before you as I began my journey as IAWP president. It has been a tremendous honor to serve and I am pleased to report that your association continues to progress and is in a better position to help prepare our members for the future. It has been an outstanding year.

It is the responsibility of your President to submit to you a Stewardship Report at each annual Business Meeting.

Stewardship means to me – To leave it in a better state than when you started and hand it off to capable people who will take what you did to make it even better.

Reflecting back on my speech in Costa Mesa, I indicated we needed to keep building and remodel our association to reflect the new modern workforce and culture to help us sustain the future of our association. I feel that we have succeeded in this effort and have set in place the foundation for our future.

I was fortunate to work with a great board and officers. Grant, Mary, Misti and Terri thank you. You have given countless hours of your time and sacrificed so much to keep us on a path that is leading us to long-term growth and success.

To honor those who have worked so hard not only this year, but in years past, here is the status of our initiatives. [Continued on page 2](#)



**SEE YOU NEXT YEAR
IN SAN ANTONIO!**

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Our Annual Conference

This year our Workforce Development Conference has provided over 20 hours of educational opportunities led by some of the best speakers in the field and from across sectors. This is due in part to our exceptional conference committee led by Immediate Past President, Terri Pasternik and to our incoming President and Program Chair, Grant Axtell's passion for educating our membership. Thank you! The 2018 Workforce Development Conference offers Academic Credits – Registrants that attend the full conference can make an application to receive 2.25 hours of academic credit from Ashland University.

By offering online registration options, along with continuing to offer great new sponsorship opportunities and by having a dedicated Website to handle conference activity, our sponsorship participation saw a substantial increase. I think we are in position to significantly increase conference participation in the future. This year I am happy to report we have met our hotel room block.

We have increased our attendance by workforce partners. We have more speakers from businesses, universities, non-profits and partners.

We responded to surveys from last year to provide the educational content you requested. Experience Cincinnati allowed you to select your own networking event (Baseball, Casino or Dinner). We are very happy to report we have more international participants.

Chapter Efforts

IAWP Day was a great success. This information will help IAWP leaders to ensure that our members are better served. We have had more conference calls and meetings to hear feedback and provide information. Illinois chapter tested the chapter online voting system and the Oregon chapter tested the membership system just for chapters.

New issues of the Chapter Leader's News help us stay in touch with chapter leaders and provide helpful information. We have been working with chapters to ensure they are in legal and regulatory compliance which protects the chapter, volunteers and IAWP overall.

Thank you, chapter leaders and others who help, make chapters such an important part of IAWP.

Membership

Our membership initiatives continue. Our marketing strategies have expanded in the private sector, WIOA partners, Workforce Boards and other Workforce related entities. In addition, we are continuing our presence in NASWA.

We continue to gain new members from outside state/federal arena and our partners, which is very encouraging. We even have several here at our conference this week. We are working to improve the chapter transmittal process, which is closely related to member retention. We must add new members, but also make sure our member retention efforts are effective.

We have established a new membership category for workforce partners to participate as organizations. We have more workforce partner that are joining as members. We implemented a new member management system that provides better data to help us make informed decisions about member's needs that leads to growth.

Continued on next page

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Our new system allows members to communicate with one another to share ideas, network and more.

Certification & WPDP

The Workforce Professional Development Program (WPDP) continues its incredible growth. In the past few months more than 100 individuals have signed up to take the course and many of our long time and new WPDP masters are here today.

We've implemented a new online Learning Management system that helps us deliver the WPDP program to more students while reducing administrative costs.

Our mission as an association is primary educational and as such I believe we have done great job of focusing on our mission which delivers value to our members.

We continue to enhance the Certified Workforce Professional (CWP) program as well.

Additionally, we're working on other educational programs. Just a few days ago we completed a new online orientation program for board members.

Leadership

We continued our weekly officer calls to move the association forward. We also communicate daily with each other and members regarding association issues. Thank you to all past and present officers and board members, for their dedication and time spent on IAWP business during their term.

I know it has been hard for all of us as we continue to move our association to keep up with technology and the newer employment culture. We feel that the changes we have made in the last few years has helped us sustain the future of the International Association of Workforce Professionals.

International

We have done a fantastic job of moving our international efforts forward. We updated our international category of membership to make it easier for nations to join and to ensure that participation is meaningful. Representatives from two nations are participating in this year's Workforce Development conference and we plan to grow international participation.

Communication

We continue to expand our social media presence with 3,605 members on our LinkedIn group, and nearly 7,000 followers on Twitter and we continue updates on our Facebook account. We are reaching out beyond our traditional membership segment in successful social media endeavors and in other ways as well.

I thank all of you for your support. We have planted new seeds in our garden and have watered and fertilized the soil. Our garden is flourishing as we continue to work together. I encourage you to get involved. Invest in yourself for your professional and personal growth through IAWP. Continued on page 5



Beyond Leadership: The Art of Membership

By Steve Corwin, Oregon Chapter



A successful career changer. A coach and organizational psychologist. Stephanie trains leaders and executives to be team coaches.

What do geese teach us about membership: mating for life, fiercely loyal, shared leadership. Every team is a group, but not every group is a team. "A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others," Norman Shidle. Belonging is just as important now in our work life as it was when we were teenagers.

Groups: independent individuals for independent goals. Teams: coordinated work on collective goals (Larson and LaFasto). Groups and teams are both important but serve different purposes. Teams and teamwork are the new unit of analysis rather than individual performance. For teams to be successful being a contributing member is essential.

Prioritization is key for coordinate work, collective goals, mutual accountability, and collective evaluation. If we are shifting from priority to priority, progress will be impeded. Teams are best when the stakes are high and quality is more important than speed.

Don't say no but do learn to say not now to prevent burn out and failing to meet the needs of the team. You need to identify realistic and tangible ways to improve your contributions and the success of your teams. Susan Wheelan said "If you're going to be an effective team member, you need to take a closer look at your own behavior and attitudes to help you evaluate your performance as a team member."

When you become attached to your ideas you can impede the progress of the team. Be willing to give credit to those who can build upon your contributions and make them better or apply them to additional tasks or goals. Get to know your team members so you understand their values and motivations.

We want to know them as human beings rather than human doings. It can help us to not take things personally, because it is almost always not about you when conflict arises, but about something that person is experiencing. If mistakes are not acceptable in a team, it can become toxic and you may have to consider leaving that team.

Admit mistakes so others can trust you and admire your integrity for being brave enough to say it. Be responsible for your specific tasks without blaming anyone or anything else. Challenging others with respect for the good of the team's goals is healthy. Attacking a person is never acceptable. However, looking at and voicing concerns about ideas or approaches is helpful. Continued on next page

BEYOND LEADERSHIP: PRACTICING THE ART OF MEMBERSHIP

Stephanie Licata, MA, ACC



Beyond Leadership: The Art of Membership continued from previous page

Email is for notification not communication. Communication, especially about big decisions and to resolve problems, should take place in person. Four days of emails would be a five-minute conversation. When challenged by email, respond with, "Thank you for sharing. When can we meet." Face to face conversation will resolve conflicts while continuing in an email back and forth will cause them to fester.

Teams should be measured by the ideas noted above. Groups can become idea parties. Team members must accept their role on the team so they can contribute and collaborate. Knowing and accepting your role on the team can be empowering, productive, and a safe environment for collaboration. Problems are solved collectively. We can meet others where they are at and encourage their participation and contributions. Training must occur so that members can contribute to the team as expected by management.

Teams should only contain as many members as are needed to accomplish the goals. Having more creates inertia and big problems cannot be solved. Task forces rarely produce action that leads to concrete results. Six members or less is highly desirable. Any meeting that does not end with specific action items and deadlines for accomplishing them is merely an idea party.

Teams need time to develop and need to meet outside the workplace or for team building that does not involve work. Invest in conflict training so members can resolve problems that arise and focus on the work instead.

Acknowledge members' contributions with specifics about why and how, so it does not appear fake or facetious. Also, have a 20 minute "tell me something good" meeting where business is not allowed. This is a powerful relationship building strategy.

When we can master being a member we can become a good leader. Don't let fear take over. Be courageous in applying these concepts with your team.

StephanieLicata@gmail.com, www.StephanieLicata.com

Stewardship Report Continued from page 3

I want to give a special thanks to the Washington State Chapter for their support during my tenure as President and the great things they are doing to help educate and grow our membership.

In closing, thank you for the opportunity to serve. Grant best of luck to you and your new board. I know you have great things in store.

Please have safe travels home but before you leave tonight look around and think about all we've accomplished, not just in the past year but the century before. We are a great association and I look forward to continuing to work with you to make it even greater.

Thank you,
Cheryl Brown, IAWP President



Global Perspectives: Our International Members

By Judy Johnson, Washington Chapter



Members from Japan and the Republic of China (Taiwan) were introduced by International Development chair, Rebecca Stancil of Montana.

The first speaker was Sophie Haung, section chief in the Ministry of Labor in charge of planning and business services. She discussed Taiwan's foreign trade agreements (FTAs). They have nine FTAs with other countries, and they're important to Taiwan's island economy. Many industries benefit, but there are industries that are harmed, so adjustment support measures are provided by the Ministry of Labor. Support includes vocational training, subsidy of job redesign, labor support for mental health and entrepreneurial skills, business loan interest subsidies, and other services.

Taiwan has a 67.7% participation in the global value chain. They strive to support countries and industries.

Our second presenter was Reco Chao, from Taiwan, who works on the New Economic Immigration Act planning report. Population trends show Taiwan became an aged society. In next 10 years, they will experience negative growth and old-age will exceed 20%. There's a shortage of mid-skilled workers which creates a need to recruit foreign professionals. The New Economic Immigration Act's planning report describes how to recruit talent without impacting opportunities for domestic workers.

The Plan shows steps to recruit, loosen regulations, provide permanent residency, find work for dependents, etc. It also suggests targeting ex-pats to offer incentives to return to Taiwan to work, which include no need for work permits, able to join the pension system, and subsidies. So far the response to the planning report is that it is beneficial, and they should proceed.

Katsuto Hisano, Labor Attaché for Japan, was next to speak. He addressed aging in Japan and the new policy direction to hire the elderly. Japan's population in 2010 was 126.93 million. Age 65 and older was 30.3M. By 2015 the aged number had grown to 75.5M, while in all of the U.S. was only 22.5M. Most aged prefer working part-time after 62. But Japan's law says they must work until 65. Now, businesses are at 99.7% as of June 1, 2017.

To assist these older workers, Japan is opening a Center for Being Active Throughout Life. Also, for workers over 60, the services of their labor exchange, called Hello Work employment support offices, are available to the older worker. They are also offering a UI type benefit to unemployed workers. Finally, there is support for employers who hire aged workers.

HEY EVERYONE, Katsuto's final slide showed: THE OLYMPICS -- TOKYO 2020.

Other International delegates introduced during the presentation were: Joyce Huang, Taipei City, Taiwan who is with a labor organization dealing with gender, labor market issues, and Jason Huang, Labor Attaché from Taiwan, through next December.

It is obvious that our international members experience many of the same labor conditions that we do in the United States. It was helpful to hear their perspectives and solutions.

Motivation in the Workplace

By Ginamarie Best, Maryland Chapter



Candy Sebert, University of Central Oklahoma, was our presenter. This workshop had group participation which gave everyone the opportunity to interact with each other as well as Candy. We were able to discuss positive and negative motivations, why it is needed and examples of it in the workplace.

We also discussed how Motivation = RESPECT:

- Recognition
- Empowerment
- Supportive Feedback
- Partnering
- Expectations
- Consideration
- Trust

MOTIVATION IN THE WORKPLACE

caprice 2/3

Candy Sebert

University of Central Oklahoma

Goodbye Flash

By James Thomas, California Chapter



**JAMES
THOMAS**
flash editor

Years ago, Harley made me promise to run the Flash as the Editor in Chief. I had the opportunity to make that dream come true at this conference. I have worked in management for many years meeting deadlines on a daily basis. The Flash taught me that deadlines means early mornings, late nights, and short lunches. As the FLASH Editor, I have met many new friends, reconnected with old friends, and discovered exceptional writers. I was lucky to have a great team of Co-Editors:

Jenny Yarian-Scalpelli, John Habig, Steve Strain and Sharon Mike. I am leaving the

Flash in the hands of Steve Strain. I will see you in Texas!

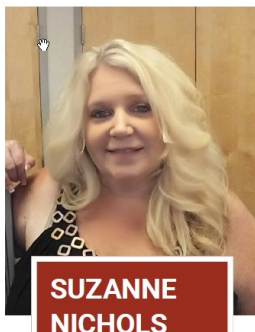
Life Membership Awarded

President Cheryl Brown was presented her Life Membership by Secretary-Treasurer **Misti Hodges** during the Annual Business Meeting . In addition, on behalf of the 2017 – 2018 Executive Board, Misti presented Cheryl a plaque with a gavel on it.



The Role of Personality in Career Development

by Suzanne Nichols, Washington State Chapter



Why would you send a customer to a job referral in a field that they were not previously successful in? Just because you want to be a nurse does not mean you should be, especially if you hate the sight of blood. Stephanie explained how using a five factor personality test, accompanied by skills assessment, could lead to a more successful placement. The five factor personality test is similar to the Myers-Briggs testing that most of us are familiar with. However, the Myers-Briggs test is not supported by any research and the five factor testing is.

Stephanie also suggested that you use a three step approach in career coaching:

- Step 1 - Assess Personality Skills & Values.
- Step 2 - Strategize Role & Organizational Fit.
- Step 3 – Engaged, Apply, Interview and Negotiate.

She stated that it is important to bring the client to the awareness level, even if it is uncomfortable

If you want to learn more about using this resource you can reach out to Stephanie through her website where you can also find several free tools at: www.stephanelicata.com



Our 2018-2019 Officers

Grant Axtell (OR) – President

Mary Rogers (KY) – President-Elect

Linda DeMore (IL) – Vice-President

Cheryl Brown (WA) – Immediate Past-President

Misti Hodges (KY) – Secretary/Treasurer

Outstanding Expectations

By Chuck Alexander, North Carolina Chapter



Foreword about Amber -- she is:

- Accomplished
- Engaging
- Knowledgeable
- Full of Energy
- Inspiring

The objective of this workshop, through my eyes, was to provide us with tools to help us balance our expectations with our customer's needs.

Amber inspired and challenged us to look within ourselves and evaluate how we as service providers should aspire to see and understand situations through our customer's eye.

She selected an incident that made national news awhile back involving a Doctor and his wife who were bumped off their scheduled flight to accommodate airline crewmembers. They had been selected randomly to deplane. Initially the Doctor agreed to the conditions. However, at the last minute he changed his mind, citing he had patients scheduled for surgery the next day and had to get home. The crewmember insisted on him leaving the plane. After refusing to deplane security was called and the Doctor was dragged off the plane kicking and screaming.

Who was right? The airlines with their priorities or the Doctor and his wife. We discussed the incident amongst ourselves. Opinions varied leaning mainly towards security. Amber asked the group to look at the situation through the doctor's eyes, then she began to fill our tool boxes with a variety of adjustable devices to help us navigate the mine field to come to an acceptable conclusion.

We took into consideration the selection process, determining factors, final approval authority, and how we would have handled it differently. We concluded the crewmember by law was justified in their action. The Doctor was obligated to follow instruction because, once seated, the crew is in charge. The doctor was a paying customer, seated and ready go. He had every right to expect he would be allowed to travel to his final destination. Who was right?

Amber suggested we use discretion when dealing with people we serve. We do not know what is on their plates and how they may respond. She suggested we listen to understand and learn.

My favorite tool was one used by Native Americans. It promoted outstanding two way conversation..."The Talking Stick." The holder of the talking stick was obligated to listen to the person speaking, without interruption. The Stick holder passed the stick when his or her point was made. The listener then afforded the Stick holder the same courtesy they were given.

I will use this tool when I return home. I will make my own Talking Stick and keep it on my desk at work (One for home too). I will tell my customer the purpose of the stick and hand it them...I will listen to learn with the hope of satisfying my customers expectations.

OUTSTANDING EXPECTATIONS

caprice 1/4



Amber Drake
Oregon
Employment
Department

Other Duties as Assigned: The Lost Art of Positive & Powerful Communication

By: Isaac Burrows and Crystal Caison, Illinois Chapter



The presentation was very engaging with lots of audience participation. It began with three preselected individuals, Steve, Denise & Mikell who each explained their travel journey to the conference. After each individual shared his/her travel experience, Nancy asked the audience which of the three individuals told their real travel experience. Then the audience shared why each story either seemed believable or not.

Nancy went on to explain how “Hearing is a sense” and “Listening is a skill.” Less than 15% of the audience members stated that they were good listeners. Changing messaging and changing timing can help the perceiver with the message being conveyed.

Barbara from Maryland stated how important it is to look at the body language of the communicator to help determine the veracity of truth in the story being told. The audience shared compelling stories of how important body language is in communication and how women should be even more cognizant of body language. Barbara also explained that it is important to understand the culture of the communicator and the environment in which the message is being conveyed.

On the scale of importance, words are least important at 7% and body language was ranked at 55% as being the most important mode of communication.

The audience watched the TED Talk with Amy Cuddy. She talked about body language. Inferences are made from body language on outcomes of elections, job interviews, etc. Amy Cuddy suggested that people should tweak non-verbal changes to their poses to make their speech more powerful. Power poses reflects what you already have. It is used to reflect power and communicate power. It is also common across human and non-human animals. Contracting or closed postures, crossing arms and touching your face is about being powerless and resistant.

Amy’s TED talk emphasized the importance of body language and how we should be cognizant of our body language when communicating...even taking a few minutes before an important interview or meeting to strike a “Power Pose” to help increase our chances of a successful outcome.

THE LOST ART OF POSITIVE & POWERFUL COMMUNICATION salon f/g



Nancy Fink
*Professional
Outplacement
Assistance Center*

The Black and White of Authentic Stakeholder Engagement

By Destiny A. Cash, Tennessee Chapter



As a first-time attendee for the IAWP conference, the sessions have presented fantastic information. I wish I could attend all sessions, but of course, you can only choose one for each workshop slot throughout the day. So, today I elected to participate in the "The Black & White of Authentic Stakeholder Engagement" presenter, Rebekah Clarke. Ms. Clarke shared a plethora of knowledge surrounding stakeholders. A few key things she is passionate about are:

- Project Leadership
- Learning Development/Being a Lifelong Learner
- Black and White Photography

However, as a leader, we must support the development and identity of what one is passionate about. This helps to define the importance of knowing your audience and relating to them. To recap, Ms. Clarke shared an example of a well-known reality show that helps to define the purpose and not being afraid to share a failure and own it. You shouldn't be afraid to make some mistakes. There are lessons in mistakes. You must know your truth, be transparent, and take ownership. During the session, many attendees shared the difficulties with stakeholders and what could be affected while executing a project:

- Time
- Quality Control
- Maintenance
- Development
- ROI (Return of Investment)
- Quality of services

THE BLACK & WHITE OF AUTHENTIC STAKEHOLDER ENGAGEMENT

pavilion

Rebekah Clarke
Holman/Clarke
Group



It is not always black and white. Sometimes the gray area is being flexible with the delivery, but sticking with the project's plan. Many stakeholders will have differences such as culture, politics, quantity, communication style, and different languages. Nevertheless, attendees were able to understand authentic engagement with session activities. Some takeaways I witnessed were as a project manager. The complexity of communication can change because as a project manager you are responsible for other teams or group such as crew, project teams, sponsorships, user, vendors and more. In my opinion, I feel that is extremely important for a project leader to know the role, study the assignment, and understand the interest of each stakeholder. One statement that Ms. Clarke presented was, "To truly connect with your stakeholders both mind and heart must be engaged."

In conclusion, we must build a solid vision, nurture and establish good relationships, engage with people, and be honest.



Discretionary Awards Presented

President Cheryl Brown presented her discretionary awards to Terri Pasternik (IL), Grant Axtell (OR), and Donna Glacken (WA) for being instrumental in making her year as president a success.

In addition, Executive Director Steve Bent presented the first ever Executive Director discretionary awards to Linda DeMore (IL) and Sharon Mike (MD) for their work on the development and implementation of the new awards program.

Additional specific information will be on the webpage – www.iawponline.org

Banquet and Ball

By Erika Motzko, Oregon Chapter



The night started with excitement. The room was filled with enthusiasm and passion. Everyone's gowns and suits were spectacular with bedazzling masks for our masquerade banquet and ball. Rafael Colon introduced all the board members and their escorts as they walked down an elegant staircase onto the podium. The room was embellished in the beauty of the theme, with the ambiance of all the members love and compassion to assist all human beings worldwide.

Discretionary awards were given to individuals that went above and beyond their job duties for the year of 2017-2018. Dinner was superb and the dessert was amazing. During the dancing and casino night, everyone had a fabulous time reminiscing of memories over the last year. You could feel the camaraderie between all the members in the air and having an awesome time.

It was a time of happiness and sadness to have spent our few days together as friends and family, then have to give our last hugs until next time. We never say goodbye, it's always "until the next conference" which is in San Antonio, Texas, June 15 – 19, 2019.

DID YOU KNOW?

The Roebling Suspension Bridge is one of Cincinnati's most famous landmarks, connecting **Cincinnati, Ohio** to **Covington, Kentucky**. But, what makes the Roebling Bridge really interesting is that when it was first opened in 1867, it was the longest suspension bridge in the world. It's design inspired the design of the Brooklyn Bridge, completed in 1883.





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RANDOM FACTOID

Walter Frederick Morrison, the person who invented the Frisbee, was creamated and made into a Frisbee when he died.

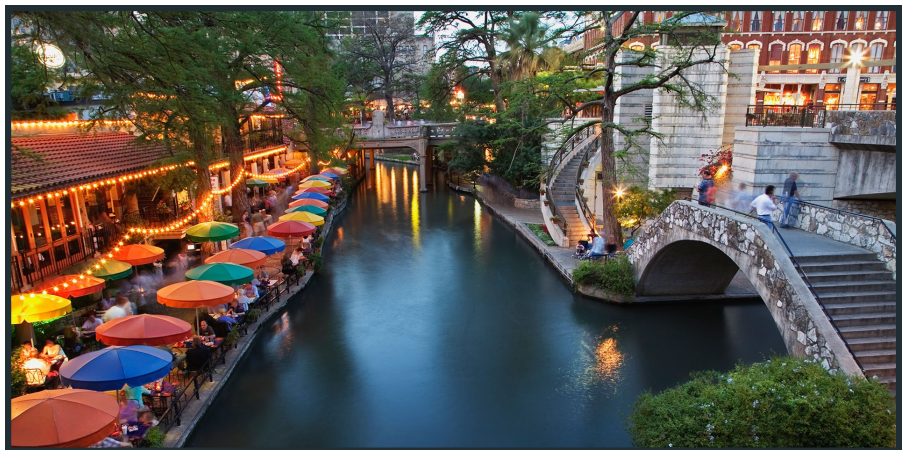
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Sharon Mike James Thomas Jenny Yarian-ScalPELLI Steve Strain

FUN THINGS TO DO IN SAN ANTONIO, TEXAS

River walk



In Texas, water has been a lifeline for many generations for centuries past. The San Antonio River is a source of a South Texas Treasure, The San Antonio River Walk. Development of San Antonio and its most popular tourism attraction has come a long way. The mission of the Paseo del Rio Association is to promote, preserve, and protect the San Antonio River Walk.

◆.....◆
Look for more changes with next years' FLASH newsletter. We are hoping to go a bit more high tech to make the FLASH more accessible. Anyone with a desire to write articles and/or take photographs are most welcome to join our team. We have created an email account for next years' flash Staff. If you 'd like to contribute, send us an email to FlashIAWP@yahoo.com

SEE YOU IN SAN ANTONIO!