

# Proven: Beyond the Process

## GUEST EDITOR INFORMATION

The guest editor submits information for two consecutive issues of the magazine.

The first submission is a professional, high resolution picture and a 150-word biographical paragraph. Please include full name, title, company, company location, and relevant experience and areas of expertise. The biographical information will be featured in the “Next Issue’s Guest Editor” section of the magazine.

Once the issue featuring the guest editor’s biographical information is published, the next issue goes into production. The guest editor will be given a preview of the forthcoming issue and, using the preview, will provide a 700-word guest editorial piece that will appear in the “Guest Editorial” section of the magazine.

### Example Guest Editor Page

#### GUEST EDITORIAL



**Seth N. Leibler, Ed.D.**  
CEO, The Center for Effective Performance, Atlanta, Georgia



**Ann W. Parkman**  
President, The Center for Effective Performance, Atlanta, Georgia

The articles in this issue describe four different ways to improve workforce performance:

- Use of a sophisticated technology
- A more practical approach for appraising performance
- Increasing leadership effectiveness
- Increasing the speed of performance without sacrificing quality

Behavioral science research has taught us that acquiring a skill is a function of relevant practice and immediate feedback on that practice. Yet there are times when creating such practice is just too dangerous to trainees, too expensive to create, or can result in damaging sophisticated equipment.

Now enter the world of Second Life, a 3D virtual world created by Linden Lab that enables relevant practice to be simulated safely, without harming equipment, and for less cost than creating and conducting training in the real world. After a brief interview with Adam Nelson, executive director of Linden Lab, two case studies—Northrop Grumman and IBM—are presented. These two studies demonstrate two very different, yet successful, applications of Second Life.

Much has been written about how performance appraisal systems have become a dreaded end in themselves without improving workforce performance. In her article “Balancing People and Profit in Appraisals,” Belia Nel shows us that sophisticated technology is not always necessary to improve workforce performance. If appraisals are done on a continuous basis, the causes of performance problems can be identified and solutions to remove these causes can be developed and implemented as the problems occur. This practical approach offers more immediate changes in performance than annual or semiannual appraisals.

John Spears and Mike McDannell continue their series, “Developing a Leadership Philosophy.” In this issue, they offer thought-provoking insights on leadership. Recognizing that organizational performance is influenced by how leaders meet the expectations of others and vice versa, they ask readers of the article to rate themselves on 12 expectations that others have of leaders. They also ask us to assess how clearly we, as leaders, communicate our expectations to others.

The range of leadership styles is then described, as well as the factors that leaders should consider when deciding on the style that would be most effective in particular situations.

Everyone wants, and needs, to be more efficient in accomplishing work goals without compromising quality. In his article “Approaching One: The Quest for the Proverbial Easy Button,” Elliott Peay shows us how. He looks at how the individual performer, his or her surroundings, and unknown factors influence the ability to perform tasks efficiently and effectively. Finally, he offers some very practical tips on performing a variety of computer tasks—the kind we all perform many times a day—more quickly. He makes the point that saving even a few seconds on repeated tasks can result in a real improvement in productivity.

#### Next Issue’s Guest Editor



**Jessica Bertsch, M.Ed.**  
Senior Editor, *Proven: Beyond the Process*  
Director of Special Programs and Communications, VSD, LLC  
Virginia Beach, Virginia

Jessica Bertsch is the senior editor for *Proven: Beyond the Process*. She also serves as the special programs and communications director for VSD, LLC (VSD). She is responsible for the development and coordination of the company’s media efforts, marketing projects, branding, proposals, grants, and other communications between businesses and within the community. She has grown the media division into a full production team with long-standing clientele.

As *Proven’s* senior editor, Jessica was on the team that cultivated the magazine in 2008. She also was part of the team in 2010 when the magazine’s focus shifted from human systems integration to encompass performance, training, workforce, and development. Under her direction, the magazine has increased its distribution by 60 percent and expanded internationally.

Jessica has been instrumental in VSD’s acceptance into TeleworkVA, Virginia Leaders in Export Trade, Metro Vancouver Commerce Partnership Investment Program, and British Airways’ Face-to-Face contest.