

IMPACT[®] Newsletter



A NEWSLETTER FOR THE GRADUATES OF TERO[®] INTERNATIONAL TRAINING PROGRAMS

Practice Makes Perfect Myth or Reality?



“We’ve never spent so much time and money to be so bad at anything”.

That’s the phrase my husband uses to describe our collective attempt to master the game of golf. He is referring to hours at the driving range,

more hours on the course, and years of membership at a private golf club. We were convinced that if we simply practiced enough, our game would improve. I should point out that by mastery we didn’t have any illusions of playing on the pro circuit. For us, simply not embarrassing ourselves on the golf course qualified as mastery.

Countless hours of practice and payments every month to the Club and our game never sufficiently improved.

What was missing? Did it require even more time on the golf course? This was already a time-consuming activity and we couldn’t imagine devoting even more time to it.

The Rotarian Magazine recently interviewed Maestro, mentor, and polio survivor Itzhak Perlman. What did this world-famous violinist and teacher have to say about the subject of practice?

“As a child, I hated to practice. But practicing is an art; it’s not just about

putting in the time. A lot of kids are too young to immediately get that. They say, well, “I’m going to do my four or five hours a day, and I’m going to keep repeating everything and it’s going to be good.” And sometimes they wonder why it’s not working. You need to organize practice; you need a goal. You need to ask yourself, “Why am I practicing and what is it for?” You can practice for sound, for intonation, for facility, or a lot of other things, but it’s got to be organized. And sometimes the repetition without thinking can be counter-productive. If you practice something wrong – without knowing it – then you have to undo it by practicing even more. I tell the kids that if you practice slowly and with a brain, you will save a lot of time. You can accomplish in an hour what could take a week.”

This is a similar sentiment shared by graduates of Tero training and coaching. After completing an intensive workshop like *IMPACT: How To Speak Your Way To Success*, individuals acquire presentation skills and specific goals. That, not mindlessly repeating the way you’ve always done it, is the intelligent approach to mastery.

How did the golf saga progress? Training helped. Videotaping helped. Small shifts in grip, swing and line of sight all contributed to improving the game. Now we know what to practice.

Rowena Crosbie, President

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Tero In The News

Tero President, Rowena Crosbie, honored as Woman of Influence: Business Owner of the Year

Tero International, Inc. voted Best Sales and Executive Training Company in 2009 by readers of the Des Moines Business Record.

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“Our People Make the Difference”

What do the following organizations have in common?

- Federal Reserve Bank of Cleveland
- Colombo Construction Company Inc.
- Universal Business Systems
- Wal-Mart
- P.A.L.S. Move U 4 Less
- Apartment Rental In Durham at Evergreens NC
- Fabrication Dynamics
- SAL Chemical
- Siskel Sales Company
- Shanghai RAAS Blood Products Company
- Transcom WorldWide S.A.
- Reit Fuel Oil Company
- Iraqi American Media
- McDougal & Breen, Quality Used Cars
- Indiana/World Skating Academy
- Endeavour Sports Group
- Atlantic Sothebys International Realty
- Park Seed Company
- Pikeville Medical Center
- Cardinal Roofing

What do these organizations have in common? A casual Google search of the phrase “Our people make the

difference” revealed these organizations all make that claim. Apparently strongly enough that they rise to the top of the proprietary search criteria authored by Google.

Many go on to claim that they understand that a business is only as good as its people.

Others pride themselves on relationships. Several have photos of executives congratulating the people who make the difference.

What does all this mean? It would seem that organizations across a wide variety of industries and geographies have come to embrace the importance of people and relationships to their business success.

Does simply saying something mean it is true? Do the experiences of customers provide evidence of the claim?

That’s a deeper question and one that organizations making the claim should spend some time contemplating.



Not to be outdone, the following are among the organizations that claim – “Our People *Really Do* Make the Difference”.

Astbury Environmental Engineers
Wal-Mart
Wilberforce University
Giant Eagle
WJP Floyd Recruitment
AMCO Elevators Inc.
ACS Call Center
Custom Business Solutions
Custom Wood Products
John’s 4 x 4
Hamilton Farm Equipment
Aitken Motors Ltd.
Simcoe Auto Dealers
Brant Mutual Insurance
Easy Thermal
North American Forest Products, Inc.
Briggs Bunting & Dougherty, LLP
Sun Pacific Energy
Texas Bank and Trust
Lantz-Boggio Architects
Ingersoll Consulting

One CEO says, “I think this phrase gets thrown around too much but in our case our people really do make the difference”. Another says “It may sound like a cliché, but our people really do make the difference”.

It’s no wonder organizations make the claim. According to research from Harvard University, the Stanford Research Institute and the Carnegie Foundation, 85% of professional success is related to people skills. The other 15% is tied to technical ability. It’s true. People and their interpersonal skills do make the difference – for better or for worse.

Having people who can relate to customers in a distinguishable and respectful manner is a competitive advantage and a benefit to customers. However, for the claim to be true, the average customer (not the exception) must be able to consistently experience the difference made by the people in the employ of the organization.



Tero Word Search

The Tero training topics and services in the list below are found in this Word Search puzzle. See how many you can locate. Words and phrases may be backwards and are in horizontal, vertical or diagonal straight lines. The letters that remain after you complete the puzzle spell out a unique assessment instrument used at Tero. [\(see page 6 to learn about the assessment\)](#)

T I M E M A N A G E M E N T I N K M
 G N I H C A O C E V I T U C E X E B
 N T L E S R C G U S G L I T T T Y T
 I U E R N A A S L N N D D N T E N I
 N V A G O M O C E O I L P E E L O L
 I N D N I O R H L I W P U M A A T A
 A O E I T H E O I T E Q W E M T E I
 R I R T A C T L S A I T O R D N S R
 T T S L I R N A T T V C L U Y E M O
 H A H U T A E R E N R I L S N R C T
 T Z I S O E M S N E E L O A A Y U U
 U I P N G S S H I S T F F E M T L T
 O M E O E E S I N E N N N M I I T G
 Y O T C N R E P G R I O A L C L U N
 L T K I I N S S V P E C N T S I R I
 P S S A L E S A N D S E R V I C E N
 I U N O I T A C I N U M M O C A O I
 B C P E E R L E A R N I N G R F Y D

- Assessment
- Business Etiquette
- Communication
- Conflict
- Consulting
- Culture
- Customization
- Dining Tutorial
- Executive Coaching
- Facility Rental
- Follow up
- IDI
- Image
- Interviewing
- Keynotes
- Leadership
- Listening
- LPI
- MBTI
- Measurement
- Negotiations
- Peer Learning
- Presentations
- Research
- Sales and Service
- Scholarships
- Team Dynamics
- Tero
- Time Management
- TKI
- Youth Training

Should You Worry About Your Customer’s Experience?

Many companies have invested heavily in Customer Relationship Management systems but fail to translate the data collected into improved customer experiences. Do you think you should worry about customer experiences?

Consider this chilling Bain & Company study of customers of 362 companies reported in the February 2007 Harvard Business Review article *Understanding Customer Experience* by Christopher Meyer and Andre Schwager.

8% of customers surveyed described their customer experience as “superior”

80% of companies surveyed believe that the customer experience they provide is “superior”

With such a large disparity in perceptions, maybe its time for companies to look beyond simply measuring customer satisfaction and instead figure out how to achieve it.



Outsourcing Almost Everything

How does a company not only survive, but thrive, in the face of an economic downturn? At Tero, we don't have to look far to discover the answer to this question because it is a story we've been living since 1993.

Outsourcing might seem like a cost-cutting strategy to use only in tough times. But when done strategically, it can lead to many benefits.

Cost Savings

Salaries plus benefits plus real estate costs to house employees equal huge commitments in fixed expenses. Outsourcing is (mostly) in the variable expense column. Layoffs are rare when things are outsourced.

Expertise

Many jobs in organizations are held by generalists who can be flexible to changing business needs and priori-

ties. Outsourcing allows businesses to tap experts when needed.

Flexibility

Outsourcing allows organizations to be nimble and adapt to change. Whether the needs are for more or less capabilities, there are outsourcing options to meet the need.

Quality

If you believe that organizations exist to serve the needs of customers, outsourcing allows you to be in the important role of the customer with a vendor focused entirely on your needs and goals.

Which business functions are candidates for outsourcing?

Anything that doesn't represent competitive advantage for your organization is worth a look.

At Tero, our core business demands that functions such as client service, research and development and facilitator certification be handled in-house. All other functions are frequently evaluated and decisions are made on which ones to keep in-house and which ones to find an expert outsource partner. Examples of functions that Tero outsources include:

- Payroll and Benefit Administration
- Human Resources
- Marketing
- Travel Planning
- Computer Repairs and Maintenance
- Professional Development
- Legal Services
- Tax Preparation

Outsourcing allows us to focus on our core business while also contributing to a vibrant economy – employing others to do the things they do best.

Tips for Picking an Outsource Partner

While the benefits are many, not all outsourcing relationships work. Extreme care must be taken to ensure the fit with your organization is a good one. Following are some tips for picking an outsource partner.

Shop: Evaluate at least three potential partners before settling on one. Look for fit with your organizational culture in addition to technical capabilities. Look for customer service.

Start slow: Do a test run. Start with a small project before committing to long term, large projects.

Orchestrate the relationship: Who in your organization will be the key contact? Who in the outsource organization will be the key contact?

Check references: Talk to at least three individuals or organizations who have used the services of the outsourcing partner you are considering.

Negotiate the contract beyond description of service and cost: Include confidentiality terms, contingency agreements and an "out clause". Make your best guess at what circumstances might change during the contract and address them up front. What will happen if deadlines are missed? What if quality standards aren't met? What if a key individual leaves the employ of your outsource partner? Agree confidentiality terms and set separation terms addressing intellectual property for the end of the partnership if things don't work out.



12 Tips for Choosing a Training Vendor

1. Know Your Goals

Interview key stakeholders. Ask open-ended questions to get to the bottom of your specific needs. Remember, training is not always the solution.

2. Assess Content Credibility of Each Vendor

Check to make sure that the vendor's content will stand the test of time and is not based on current fads. Does it go beyond motivation and build relevant skills? Be sure it is relevant, researched material that you are paying for.

3. Review the Quality of Materials

Ask to see materials presented in the workshop. Are they of good quality or valuable enough to keep for reference? Look at the extra value they provide in addition to the training.

4. Meet the Trainers

The vendor is about more than just the course. Do the facilitators relate to you and your organization? The trainers can make or break the workshop. Ensure you are getting a great trainer.

5. Insist on References

Obtain three related references to check the customer satisfaction and success stories of past clients who were served by the vendor.

6. Test Customer Service

Rate their follow-through. Are they accessible? Do they follow-up promptly? Are they serving you? It comes down to one question. Do they practice what they preach?

[Continued on page 6](#)

When Should I Outsource My Training Needs?

Respond to the following three points to help evaluate if outsourcing training may be right for your organization.

1 The training needed does not include anything that represents competitive advantage in the form of trade secrets, proprietary processes or unique technical expertise.

Any proprietary operational practices should be trained using an in-house source. Many other topics that are pertinent to the continued success of your company can be more efficiently implemented by an outside vendor.

2 The best practices are already out there - we just aren't aware of them.

Don't reinvent the wheel - let the experts in the specific field share their researched and field tested information with your company.

According to the American Society of Training and Development (ASTD) State of the Industry Report, 40 hours of research are invested, on average, in every 1 hour of training curriculum developed. Tero International invests 50 -

60 hours of research, design and development for every 1 hour of training delivered in a classroom. Therefore, each hour is a huge investment of time, energy and research. When calculating the cost of offering the training in-house versus outsourcing, remember to factor in development and research costs.

3 An outside, objective perspective would present a high credibility level to my employees.

New information is often taken more seriously by employees when it is presented to them by someone who isn't in-house. Because it is researched information useful to many industries, employees won't feel personally targeted. They will see it instead as something everyone needs to work on for the benefit of the company as a whole.

Have you responded affirmatively to any of the above topics? If so, choosing an outside training vendor might be beneficial.



12 Tips for Choosing a Training Vendor (continued from page 5)

7. Find a Cultural Fit

Speaking with a trainer and leafing through their materials will give you a good idea of the training vendor's values and their level of professionalism. Do they match yours? Are they good corporate citizens - giving back to the community and society as a whole?

8. Learn the Company's History

Find out how long they have been in business. Ask for a brief history of the company and the experience they have in training around your specific needs.

9. Evaluate Their Measure of Performance

Determine what method they use to track success. Is it scientific, valid and reliable? Does it fit with your current measurement systems?

10. Inquire About Audit Opportunities

Ask if they will allow representatives from your organization to audit the class before making a decision. This will give you an idea of what kind of investment you are making and what type of participant experience to expect.

11. Judge Their Willingness to Travel

How flexible are they in meeting your needs - will they come to you? Ask for venue recommendations. Do they have a location for the training if needed?

12. Look For Their Interest Level in YOU

Examine their approach. Are they learning about your organization? Look at their communication. Are they listening and asking you questions or are they doing all the talking? Are they willing to customize their training to your organization's specific needs instead of selling you an "off-the-shelf" product?

Intercultural Developmental Inventory (IDI)

The Intercultural Developmental Inventory (IDI), developed by Dr. Mitchell Hammer and Dr. Milton Bennett, is a 50 item theory based instrument that measures intercultural sensitivity as conceptualized in Bennett's Developmental Model of Intercultural Sensitivity (DMIS).

The DMIS is a framework for explaining the reactions of people to cultural differences. Dr. Bennett has identified a set of fundamental worldviews that act as orientations to cultural difference. The IDI measures an individual's or group's worldview orientation to cultural difference, and thus the individual's capacity for intercultural competence. As a theory based test, the IDI meets the standard scientific criteria for a valid and reliable psychometric instrument.



Deborah Rinner is Tero's Director of International Protocol and Corporate Etiquette Programs. As an Interculturalist, she focuses on cross cultural competence and communication in a corporate environment. She is certified as an administrator of the IDI and has completed coursework around intercultural communication, training design in intercultural communication, managing intercultural virtual teams, facilitating developmental interventions in intercultural communication, cross cultural training in international organizations, coaching global executives, emotional intelligence and diversity, and the Global Competency Inventory. She has coached professionals from Asia, Europe, Africa, Latin America and the U.S.



Brain Workouts

Physical changes occur in our brains every time we learn something new.



Try these ideas for keeping your learning brain active well into old age:

- Investigate computer programs designed to give your brain a workout.
- Enroll in a Tero workshop that challenges you to ever-higher levels of skill and achievement.
- Regularly complete crossword puzzles or number games like Sudoku. Remember, just doing crosswords you find easy isn't enough – you have to challenge yourself to think in new ways.
- Learn a musical instrument.
- Learn a new language.
- Engage your senses. Activities that engage multiple senses such as dancing (involves sight, hearing and touch) also seem to be healthy for the brain.

The End of Senior Moments

It was once thought that we were born with all the brain cells we would ever have. By early adulthood, brain pathways were set. Over the course of our lifetime, brain cells slowly died off.

But, time marches on . . .

Advances in brain imaging, genetics, and neuroscience now show that we continue to create new brain cells throughout life, and the neurons in our brains continue to change, develop and make new connections – even as we age.

Here are some things that can make a difference in keeping your mind sharp.

Focus

Since the ability to divide attention between competing things grows more difficult with age, focus on what you're doing rather than multitasking. As we grow older, it's more difficult to focus mentally, but when you do, you can learn well.

Repetition

Repeat things you want to remember, as repetition reinforces the strength of brain connections.

Get Social or Volunteer

Older adults who kept working or stayed active after retirement did significantly better on IQ

tests than those who didn't. Consider volunteering for a cause that you feel passionate about.

Eat Right

Cut down on the junk food and reach for fruits and veggies. Several studies have linked Type 2 diabetes and high blood sugar to an increased risk of dementia. A wide range of fruits and vegetables have been credited with contributing to cognitive health.

Exercise Regularly

Exercise is closely linked with mental sharpness. In one American Academy of Neurology study, for every extra mile a woman walked per week, her risk of cognitive decline dropped by 13%. In a study of more than 1,700 older adults, those who exercised three or more times a week had the lowest risk of Alzheimer's, according to a January 2006 study in the *Annals of Internal Medicine*.

Manage Stress

Untreated depression and anxiety are the most common reasons people begin to fear they're losing their memory.

Sleep

Get at least 8 hours of sleep each night. "We are not yet sure what sleep does" says Dr. Steinberg of Memorial Regional Hospital. "But we know that it definitely helps brain function".



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Some Things to Think About

At a time in history where technology connects us in moments to people across the globe, it is often the relationships closest to us that suffer. Take a few minutes to escape from our high-tech world and chat with the others you share your life with. Here's a few questions to help facilitate interesting dialogue:

- If, with your safety guaranteed, you could experience something considered very dangerous, what would you want to experience most of all?
- When you look back on the life you have lived to this point, what in particular amazes you the most?
- What is one trip you have never taken but would really like to take someday?
- What is your all-time favorite scene from a movie?
- Whenever you are having a bad day, what is the best thing you can do to help cheer yourself up?
- What event or activity in the next few months are you looking forward to more than anything else?
- Of all the great success stories that you have heard or read about, which one do you find the most inspiring?
- What is one major problem, either in our own nation or throughout the world, that you honestly feel we will have pretty well solved within 20 years?
- Which punctuation mark would best describe your personality?
- If you could enter a racehorse in the Kentucky Derby, what would you name your horse?