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Tero® International, Inc.

Public Workshops

2007

April 26	Image and Influence
May 3	Outclass Your Competition
May 3	Image and Influence
May 3-4	Sales and Service: Building Customer Relationships
May 15-16	IMPACT® – How To Speak Your Way To Success

Welcome to Tero® International's Monthly eZine

Business has always been about the relationship. The business relationship transcends completing a transaction and has the potential to be a source of great referrals, continued business, and personal friendships.

This eZine focuses on the value of business relationships, and in particular, building relationships interculturally and how to establish them well. The sidebar showcases how something as simple as body language can be universal and help or hinder a relationship. The professional development activity reinforces the power of this nonverbal communication, while the inspiration section and article drive home this critical business component.

There are three roads to consider pursuing when it comes to intercultural know-how. The first is personal experience. Traveling in or working with someone from a culture different than our own begins to inform us. This method, often described as “learning under fire”, can be effective but is ripe with hazards. Mistakes along the learning curve can sometimes be paralyzing to relationships, business goals and careers.

The second method is learning about culture from someone who has personally experienced being a member of that culture. In doing this, we can begin to learn “culture specific” knowledge, recognizing however that we are learning about culture through a lens filtered by our guide’s personal experience.

The third road is learning about culture through instruction from interculturalists. Researchers who represent many cultures individually, yet all cultures in their work. These individuals dedicate themselves to an understanding of culture that goes beyond an

May 15-16	IMPACT® – How To Speak Your Way To Success
May 17	Outclass Your Competition
May 17	Image and Influence
June 14	World Class
June 15	World Class
June 21-22	IMPACT® – How To Speak Your Way To Success
July 16-20	Outstanding In Life: Life Skills For Young People

Researchers who represent many cultures individually, yet all cultures in their work. These individuals dedicate themselves to an understanding of culture that goes beyond an attention to manners and customs—the topics most commonly addressed in the other two methods of learning. Intercultural research leads us to understand “culture general” and how to apply the generalities that are found in culture not only to others, but ourselves as well, and to understand not just what is done, but why it is done in cultural situations.

It is this third road to learning about culture that Tero has invested heavily in, and the approach we suggest people take to become fully versed in cross cultural communications. Armed with knowledge gained through study with experts in the field and practiced in the equivalent of a laboratory environment, the learner is in a better position to navigate cross-cultural challenges, fully appreciate the insights that can be gained through the other methods and avoid the inherent risks involved in practicing new skills and knowledge on customers or colleagues.

Being professional and establishing relationships in an intercultural setting is about knowing the specific skills that will allow you to appear diplomatic, and enact and react in ways that will speak volumes about your ability and trustworthiness.

If the security and firewall settings on your computer are making it difficult to view this eZine in its complete format, click below to view the April eZine. This link is valid for approximately one month when this eZine will be replaced with a new one.

[Click here](#) to view Tero's April 2007 eZine

Tero® International Public Workshops

Outclass Your Competition

A 5-hour Business Etiquette and Dining Tutorial workshop.
May 3 (Cedar Rapids), May 17 (Omaha)

Image and Influence: Polishing Your Professional Look

A 1/2-day workshop on polishing the message your appearance sends and discovering the best way to present yourself.
April 26 (Des Moines), May 3 (Cedar Rapids), May 17 (Omaha)

IMPACT® - How To Speak Your Way To Success

A 2-day workshop on speaking confidently and persuasively.
May 15-16 (Omaha), June 21-22 (Des Moines)

Beyond Compromise™ A Better Way To Negotiate

A 2-day workshop on how to move negotiations to win/win outcomes.
August 9-10 (Des Moines)

Time Management Through Goal Setting

A 2-day workshop on setting goals, balancing priorities, managing time and building stress strength.
December 13-14 (Des Moines)

Sales and Service: Building Customer Relationships

A 2-day workshop on interacting more effectively with customers
May 3-4 (Des Moines)

WorldClass: How To Succeed In the International Arena

Tero® International

We focus heavily on the words we speak, but do our actions match?

Below are some examples of body language that is read the same across nations.





Closed body language can frequently close conversations and hinder relationships.



Crossing the arms or legs for comfort can often be confused as hostility or rejection of an idea.



WorldClass: How To Succeed In the International Arena

A 1-day workshop on cross-cultural preparedness training
June 14 (Cedar Rapids), June 15 (Des Moines)

Outstanding In Life - Life Skills For Young People

A 5-day workshop on personal and interpersonal skills for young people
(recommended for high school seniors and college freshmen)
July 16—20 (Des Moines)

[Click here](#) to register for a public workshop

Ask Tero®

This section contains questions asked of the training professionals at Tero. Do you have a question for Tero? Let us know! If there is a topic or question you would like to see addressed in a future eZine, please make suggestions so we can give you the resources you need. Thank you for the continued responses we receive each month.

How we act in relationship to others takes on new importance when working cross culturally. These questions and concerns point out the importance of knowing how someone may expect us to “be” in relation to them.

Question: How important are formalities regarding titles in Germany?

Tero® says: In Germany, greater formality applies. In addressing a business contact, one risks giving offense by omitting even one in a string of titles connoting a special status. For instance, while “Mr. Dr. Strauss” may sound ridiculous to members of the U.S. American culture, “Herr Doctor Strauss” is not only correct, but required.

Question: How can I make sure my first meeting with a prospective client in Mexico goes well?

Tero® says: Avoid any sign of haste. Americans used to the direct approach find that “getting right down to business” will alienate their host. Preliminary ingratiating niceties must be observed—“making friends” by commenting on the lovely locale, perhaps sharing dinner or a tour of the city. Similar attitudes apply throughout Latin America, and in southern Europe, India, and China.

Question: Comment on the Japanese culture in “respect to elders” and the U.S. passion to youth.

Tero® says: In America, young executives will often disregard the perceived “outmoded” opinions of older executives. Even today, the “sump-kohai” (older-younger) custom is honored in Japanese business. Veteran managers in Japan are expected to offer advice and younger managers are expected to listen.

Source: The Protocol School of Washington

[Click here](#) to ask Tero® a question

**Feature Article—Restructure . . . or Structure?
by Deborah Rinner**



Open body language opens doors to relationships.



Open body language show that you have nothing to hide and invites a person to open up and build trust.



Handshakes and eye contact can define

by Deborah Anne

Unfortunately many businesses have to restructure under the eye of a watching public. Probably none more vividly than Korean Air. In the 1990's Korean Air had a series of traumatic events. By far the worst of 12 serious accidents that occurred in this time frame was the loss of a Boeing 747, which crash landed in Guam in 1997, killing 227 people.

Although there were some external conditions that could have contributed to the crash, none of them were enough to merit a catastrophe of this size. During investigation it was found that in flight, the major errors occurred in the cockpit, and were directly caused by the relationship the pilots had to each other and to cultural expectations.

[Click here](#) for the full article

Professional Development Activity

What Is Said Without Words? Take the following quiz to test your knowledge of nonverbal communication. Click the link below for the correct answers.

1. According to psychologist Albert Mehrabian, of the total meaning of a spoken message

_____ percent comes from the actual meaning of the words.

_____ percent comes from the way you say the words (tone, emphasis, etc.)

_____ percent comes from facial expressions and other nonverbal communication.

2. True or False: A smile is one of the few forms of nonverbal expression that has the same meaning all over the world.

3. The number of different communicative expressions Americans make with their face is...

4. Try to guess what percentage of time two negotiators from the following countries maintain eye contact during a typical negotiating session.

Two Japanese: _____ percent

Two Americans: _____ percent

Two Brazilians: _____ percent

5. True or False: Counting on the fingers, from 1 to 10, is a universal nonverbal gesture.

6. Which groups have the firmest handshakes?

Vietnamese and Filipinos

Germans and Americans

Egyptians and Moroccans

7. In the following cities, try to guess how many times in one hour a typical couple in a café touches each other: San Juan: _____ Paris: _____ London: _____

8. Worldwide, researchers have found approximately how many distinct units of nonverbal communication? a. 150 b. 500 c. 750 d. 1,000

Reprinted with Permission from *Figuring Foreigners Out*, Craig Storti, Intercultural Press, 1999, www.interculturalpress.com

Handshakes and eye contact can define you as a competent professional.

Utilizing a good handshake (web-to-web, firm, but not too hard) and maintaining good eye contact are sure ways to express professionalism and build credibility in U.S. Eye contact and handshakes vary cross culturally, so it is good to research how they may vary before interacting in a different culture.



Careful with Gestures...

A thumbs up gesture in the United States is a positive signal, but in some countries it can be an insult.

[Click here](#) for answers

What's New at Tero®?

April 20, 2007 marks the 14 year anniversary for Tero and the beginning of our 15th year of providing relevant, timely and substantial training programs to clients both domestically and internationally. Training programs designed to help organizations build greater capacity in the areas that increasingly represent competitive advantage in the marketplace—the skills and knowledge of their people.

As we reflect on the importance of relationships this month, it seems appropriate that all of us at Tero take this opportunity to thank our valued clients and the many friends of Tero who refer their friends and colleagues to Tero.

For the confidence and trust our clients have placed in the Tero Team over the past 14 years, and for the enduring relationships we enjoy, we are thankful. As we look forward to another year of serving the professionals entrusted to our care in training workshops, we reaffirm our commitment to provide the very best, latest, research-based content available on the topics of personal and interpersonal skills in interactive, interesting and informative workshops facilitated by highly-trained, certified Tero trainers.

[Click here](#) for a brief history of Tero

What You Can Do Online—Provide Your Feedback

Are you a graduate of a Tero workshop? Your feedback is important to us. Click below to fill out an evaluation of how your Tero acquired knowledge has impacted your everyday work and life. This opportunity is available in each eZine or you can visit Tero's website at www.tero.com to give us your feedback.

[Click here](#) to provide us with your feedback

Inspiration—Things to Think About

Relationships come and go in our lives. It is a fact, as we move forward in our lives we are graced with different people, at different times. Often in retrospect the time spent with certain individuals seems to have been momentary. One of my friends once said "I just want to enjoy this, (he was referring to being with some people that were only in town for a few short months) one thing my father's death taught me is things don't stay the same."

The Japanese term *ichi-go ichi-e* expresses this idea. This term meaning literally "one time, one meeting" has implications for relationships. The essence of this idea is that things do not stay the same, and are fleeting. It translates to "this time only". Every moment is unique, and only one, in an endless flow of time.

In the day to day, we learn the lesson of valuing relationships, but often times it is well after the fact. It seems valuing for some of us is commonly learned when distance, time, or death has changed the form of the relationship, and prevented us from fully experiencing it. The fleeting nature of life is beautiful, and provides for us to continually experience anew. If only, though, we could recognize in the moment, the wonders of the person we are privileged to be in relationship with, whether at work or in our personal lives. How much easier it would be to look back when and if things change, knowing we took the time while they were right in

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be in relationship with, whether at work or in our personal lives. How much easier it would be to look back when and if things change, knowing we took the time while they were right in front of us, to simply treasure.

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