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Tero International, Inc.

Public Workshops

2007

June 21-22	IMPACT: How To Speak Your Way To Success
July 12	Image and Influence: Polishing Your Professional Look
July 16-20	Outstanding In Life: Life Skills For Young People
August 2-3	IMPACT: How To Speak Your Way To Success
August 9-10	Beyond Compromise: A Better Way To Negotiate

Welcome to the Tero International Monthly eZine

A leader is one who knows the way, goes the way and shows the way. –John C. Maxwell
A leader leads by example, whether he intends to or not. –Anonymous
A leader takes people where they want to go. –Rosalynn Carter

Anyone can be a leader by being designated or volunteering to take charge of an event, team, or project. The real challenge is to be an effective leader, one who can motivate and inspire those they are leading to want to give their best and to feel passionate about what is being led. As most of you IMPACT® graduates have heard and will recall, the presentation is not about the presenter. Rather, it is about how you make your audience, or those around you, feel. And so it is with leadership.

The sidebar this month features a view of the global leader. This is where organizations are currently headed, and ten years from now, you can be ahead of the game or well within if you hone your intercultural relationship skills starting now. It is not an easy task, so be ready for a challenge. The professional development activity is a homemade version of the 360 degree assessment. It is a version that asks you to look within yourself and determine how you look to those who surround you. And the Q & A this month speaks to those young professionals seeking to move up the corporate ladder. The littlest changes often contribute toward big results.

Maximizing human potential is a constantly evolving science. This eZine focuses on elements that we know today contribute to making a leader great. It is our hope that you will feel inspired to take away tips and tools from this eZine and apply them directly to your work and life, and as a role model to those around you.

	Better Way To Negotiate
September 12	Outclass Your Competition: Business Etiquette and Dining Tutorial
September 13-14	IMPACT: How To Speak Your Way To Success
September 18	Image and Influence: Polishing Your Professional Look
December 13-14	Time Management Through Goal Setting

Tero International

Becoming a Dynamic Leader

Are You Built To Last?

After surveying 75 CEOs in 28 countries in a landmark four-year study, Rosen and colleagues (2000) contend that the following four global literacies are critical in the making of an effective leader:

Personal literacy:

Understanding and valuing yourself

Social literacy:

Engaging and challenging others

Business literacy:

Focusing and mobilizing your organization

life, and as a role model to those around you.

Tero International Public Workshops

Outclass Your Competition

A 5-hour Business Etiquette and Dining Tutorial workshop.
September 12 (Des Moines)

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.
July 12 (Omaha), September 18 (Des Moines)

IMPACT - How To Speak Your Way To Success

A 2-day workshop on speaking confidently and persuasively.
June 21-22 (Des Moines), August 2-3 (Des Moines), September 13-14 (Des Moines)

Notes about IMPACT workshops:

June 21-22 workshop is full. To reserve a spot on the waiting list, click below. August 2-3 workshop was recently added to the summer calendar to accommodate the overwhelming response for this training.

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)

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.

Question: I have been informally identified as an emerging leader in my organization. Since it will be a few years before I have a true leadership/management position, how do I dress in a way that keeps me looking appropriate with regards to the peers and responsibilities I have now, yet will communicate my ability to move up the organizational ladder?

Tero says: Congratulations on taking your first steps on the path to promotion, and also for recognizing that during your transition into a management role, it is vital for you to be seen as both a team player among your peers as well as a potential leader by your superiors. Because you have adequate time to implement some image strategies, your benefits are two-fold. First, you will be able to build your wardrobe gradually, so it is unlikely you will appear pretentious to

Business literacy:

Focusing and mobilizing your organization

Cultural literacy:

Valuing and leveraging cultural differences

When asked to identify the most important personal qualities for global leadership, business executives (in Rosen et al.'s study, 2000, p.67) identified the following qualities as most important:

Leading by example:

56 percent

Facing change and uncertainty with confidence:

45 percent

Being motivated by strongly held principles and beliefs:

38 percent

Knowing one's own strengths and shortcomings:

31 percent

Being committed to continuous learning:

30 percent

Furthermore, drawing from decades of analysis within world class global organizations, researchers indicate that resonant leaders-whether CEOs or managers- excel not just through personality or skill but also by connecting with others using emotional intelligence. These same researchers have identified four main domains of emotional intelligence

you have adequate time to implement some image strategies, your benefits are two-fold. First, you will be able to build your wardrobe gradually, so it is unlikely you will appear pretentious to those around you. Secondly, by the time you officially move into a management position, you will have already established a wardrobe that is reflective of your new role. Begin now by observing those who are currently in a position you aspire to have. Take note of the consistencies in their daily appearance. A simple yet effective step I recommend to emerging leaders is to upgrade the fabrics you wear, transitioning from cotton garments to lightweight wool or polyester/rayon blends. These can be worn year-round and create a more refined look. Also begin wearing a structure piece regularly. Possible options include a jacket or blazer, vest, cardigan, or a tie. Most people find that when they wear a structure piece, they not only look more polished, but they also feel more confident and are treated with more respect—perfect for those unexpected opportunities to interact with company leaders. Finally, whether you are in an entry-level position or senior management, never forget finishing touches, such as well-kept shoes, hands and hair. These are some of the first things which are noticed and leave a lasting impression.

Question: I recently began working for a U.S. organization that has locations in four areas worldwide. It is my hope, as I move up in my company to work toward a management role in a location other than the U.S. It may be several years before I have the opportunity to even travel to the other sites. What can I do to prepare so that I am ready when the opportunity presents itself. I do not even have a passport and have never traveled outside the U.S.

Tero says: First of all, we commend you. One, you are thinking ahead in regards to preparation, and secondly you are visioning a future for yourself that holds in it some key elements to being marketable and adaptable in your organization and elsewhere. In just thinking about this you are lining yourself up with future success. There are many ways you can begin preparing and acquiring the cultural skills that will help you reach your goal. Here are a few.

First, apply for that passport. The opportunity to travel may come sooner than you are expecting. It will not hurt to have that in place.

Begin to gain some “culture general” knowledge. Cultures line themselves up on continuums as to how they generally approach time, tasks, and communication. You will need to acquire some culture basics on where the cultures you are thinking of interacting with line up, and where you personally are on those continuums. Then you can determine what the potential differences might be and where you may need to examine/adapt your management style.

Join a multi cultural organization or group at work. You can use your “culture general” knowledge as a background while you get to know individuals. Ask and learn about how they perceive U.S. culture and their own. This will be an individual perspective, but coupled with your culture general knowledge it will help you make connections about other cultures as well as your own, as well as develop some wonderful friendships.

Begin to study the basics of the language spoken at your potential site. Language is always helpful. It informs us about facets of culture (values, humor, beliefs) as well as helping us verbally communicate and connect. Language alone, however without culture basics, will not be enough.

Most areas of the world outside U.S. operate with adherence to particular manners and protocol, and are more formal than we are here in U.S. Begin using more formality in your interactions. Use “hello” instead of “hi”, get comfortable shaking hands and making proper introductions, and begin to be aware of your gestures and posture. You can also begin to learn what is customary for the specific locations you are considering. How do they greet



you read this list of some of the other speakers at this important international conference: His Excellency S. M. Gavai, Consul General of India in Houston and Former Chief of Protocol for India; Mrs. Diana Untermeyer, spouse of the Honorable Chase Untemeyer, U.S. Ambassador to the State of Qatar; Mr. Timothy Foley, Special Agent in Charge, U.S. Secret Service; Colonel Rafael Quezada, Chief of International Affairs and Foreign Policy Advisor to the Commander, Pacific Air Forces, U.S.; Mr. Steve Lewis, Professor of the Practice in Humanities, Research Fellow, Director of Asian Studies, Rice University.

What You Can Do Online - Provide Your Feedback

For ongoing research for its popular workshop; **Image and Influence—Polishing Your Professional Look**, Tero is interested to find out the top dress code challenges you are facing in your organization. Please drop us an email by clicking on the link below and let us know the top 1, 2 or 3 issues you see as most critical regarding dress code.

image@tero.com

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 the Tero website at www.tero.com to give us your feedback.

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

Another Feedback Opportunity

Each year, The Business Record, Des Moines' business newspaper, polls its readers to find out what they consider the Best of Des Moines Business. This year, there is a category for training/executive development. If you are in the Des Moines area and receive the Business Record, we invite you to weigh in with your feedback on the Best of Des Moines. We hope that you will find Tero International worthy of your vote in the Best of Des Moines Training/Executive Development. We would love to see Tero top the list in this new category.

Inspiration - Things to Think About

According to Wikipedia, a Leader, the Leader, or variants, may refer to:

*A person that guides, gives direction, and inspires
One engaged in leadership*

Leader, a 1964 Hindi film starring Dilip Kumar

Leader (Scouting), leadership in Scouting

A concertmaster, the principal player in the first violins in an orchestra

A British newspaper term or an editorial

A nickname or rock singer Gary Glitter

The Leader (comics), a fictional character from Marvel Comics

Leader (dance), a partner who initiates the moves of the dance couple

Leader, Saskatchewan, a Canadian town

Leader (spark), a hot, highly conductive channel of plasma associated with the dielectric breakdown process within a gas during the formation of a long electrical spark

SR Leader Class, a class of experimental locomotives

Leader Price, a supermarket company

The Leader, the fictional head of the Movementarians from the Simpsons episode "The Joy of Sect"

Leader Records (UK), a UK record label

Leader Records (US), a US record label

A film leader, or length of film attached before and after a motion picture film to aid in threading.

Key for anyone considering a leadership role in the next decade will be the ability to understand the cultural dynamics that to most are hidden and to all are operative in the workplace.

We will not be able to lead by example, manage relationships, engage and challenge others or enact any of the other leadership qualities listed above if we do not begin now to learn about the effects of national culture in business interactions.

In the next decade "the map will not be the landscape". Cross cultural teams, suppliers, vendors, partners and virtual colleagues will make it impossible for us to engage as we have in the past and be successful.

"When in Rome, do as the Romans do" will not work. Where is "Rome" when we are working with diverse cultures?

The leader prepared will understand cultural dynamics, not just one culture, and be able to leverage those dynamics in order to get

When reading this list, it is easy to see that the word leader represents a lot of things. In a

dynamics, not just one culture, and be able to leverage those dynamics in order to get to yes, separate the good from the great, and become a leader who is built to last!

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When reading this list, it is easy to see that the word leader represents a lot of things. In a business context we think of a leader as the first explanation listed, one who guides, gives directions or inspires. Isn't it amazing how many other forms of meaning or connotation exist for this term?

We also tend to think of one mental model when we say "leader" in the business context. We think of the person at the top, or the rising star who has been identified. Yet the concept of "business leader" could show itself in the workplace in as many forms as the term leader does in the list above. In the reality of all that is accomplished in a single day of work, don't a lot of people guide, give direction and inspire? Don't we see leaders in many forms?

It might be beneficial to enlarge the meaning and connotation of how we think of the term "leader". We could look to find leadership in the actions of everyone, including ourselves. There are occasions everyday for each of us, regardless of our position, to guide, give direction, or inspire. Do we do it? Do we recognize and honor others when we see them do it? Do we consciously try to improve in our ability to guide, give direction or inspire, or do we leave it to those "identified"?

Donald H. McGannon states "Leadership is action, not position." You can be a leader in the actions you choose, whatever your position, age, stage or experience. What actions are you taking? Are you a leader?

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