



# Tero® International, Inc.

## Your Elite Training Team

### Monthly eZine - March 2009

## Events and Workshops

### 2009 Public Workshops

April 20

[Image and Influence](#)

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April 21 - 22

[IMPACT: How To Speak Your Way To Success](#)

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April 23

[Outclass Your Competition](#)

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May 6 - 7

[Beyond Compromise: A Better Way To Negotiate](#)

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May 12

[World Class: Managing Diverse Business](#)

[Communication](#)

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May 13 - 14

[IMPACT: How To Speak Your Way To Success](#)

[Register now](#)

June 18 - 19

[IMPACT: How To Speak Your Way To Success](#)

[Register now](#)

July 22 - 23

[Time Management Through Goal Setting](#)

[Register now](#)

August 6

[Outclass Your Competition](#)

[Register now](#)

August 18

[Image and Influence](#)

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If the security and firewall settings on your computer are making it difficult to view this eZine:

1. [Click here to view Tero's March 2009 eZine.](#)
2. [Click here for links to pdf's of the March 2009 eZine and previous eZines.](#)

### Welcome to the Tero International Monthly eZine

On a recent weekend news commentary there were two stories about work - one touting the characteristics and winners of Best Places To Work, and the other spotlighting a "Looking Busy" coach who teaches people how to look busy at work. Yes, you read that last line correctly. Apparently there are employees who are willing to spend hard earned (or maybe in this case earned) money to learn techniques to look busy to help keep or establish an impression of worthiness in the workplace. According to the "coach" "The average American worker spends only 5 1/2 hours of an eight-hour day actually doing work. That leaves 2 1/2 hours a day - or 12 1/2 hours a week! - to look busy. What you do with those 12 1/2 hours can mean the difference between your bottom line and the unemployment line."

As you can imagine, the characteristics of best places to work do not include employee or employer mindsets that would encourage looking busy vs. actually contributing. Based on the major findings of 20 years of research - that trust between managers and employees is the primary defining characteristic of the very best workplaces. The Best Places To Work website states "At the heart of our definition of a great place to work - a place where employees "trust the people they work for, have pride in what they do, and enjoy the people they work with" - is the idea that a great workplace is measured by the quality of the three, interconnected relationships that exist there:

[Register now](#)

August 19 - 20

[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

September 16 - 17

[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

September 23 - 24

[Selecting Top Performers](#)[Register now](#)

October 20 - 21

[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

October 22

[Image and Influence](#)[Register now](#)

November 12 - 13

[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

November 19

[Outclass Your Competition](#)[Register now](#)

December 9 - 10

[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

- The relationship between employees and management.
- The relationship between employees and their jobs/company.
- The relationship between employees and other employees."

Trust, the kind the research alludes to cannot be established by someone coached to "look" busy. Or to someone whose main motivation is their personal bottom line. The kind of trust the findings are talking about comes from the mindset of an employee and employer who focus their attention on contribution, in every aspect of how they show up to work and to each other on a daily eight hour and possibly then some basis. Contrary to the looking busy idea, we dedicated this eZine to a discussion of items that will help us demonstrate in all of our business a furthering of our organization's goals, making it a better place to work and to be.



Be sure to check out the [What's New at Tero?](#) section for a rare (and FREE) learning opportunity both for Business Professionals and for Young People.

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### 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 seeing First Lady Michelle Obama regularly wearing sleeveless dresses. As the warmer months approach, will I be able to incorporate this sleeveless trend into my office wardrobe?

**Tero says:** It is unfortunate that instead of focusing on Michelle Obama's magnificent mind, many are noticing - and commenting on - her sculpted arms. But that invariably happens to women in the public spotlight. Exposed skin can also undermine a woman's credibility at the office. In a business setting, it still holds true that the more skin a woman is showing, the less respect she is shown. Do you want to be known for your brilliance or your biceps?

A simple and effective strategy is to embrace the concept of Contextual Dressing. Consider the context and activities of your day, the people with whom you will interact, and the message you would like to convey, then dress accordingly. Contextually, wearing a sleeveless dress on the cover of Vogue magazine is a perfect fit, but a sleeveless dress in Congressional chambers or meeting with foreign delegates certainly raises a few eyebrows, as the First Lady has encountered.

Does that mean Michelle Obama and her style admirers have to succumb to a closet full of pastel pantsuits? Please, don't! There's no reason we have to forgo the beautiful Michelle Obama-inspired sleeveless dresses the retailers are currently showcasing. A well-chosen dress which is suited to both your silhouette and style sense is always a good investment. Simply adding a savvy cropped jacket, a contemporary cardigan or a chic shrug when wearing the dress to the office will retain your modern look

## The Best Places To Work And Why They're The Best



Microsoft

What makes it so great?

Managers maintain "morale budgets" to stage fun events (team dinners, outings to sports events or plays) for the troops.

Website: [www.microsoft.com](http://www.microsoft.com)

## Cisco Systems

What makes it so great?

CEO John Chambers is focusing on collaborative efforts to give employees more say in decision-making. With over \$26 billion in cash and investments, Cisco is poised to ride out the business slowdown and has about 500 job openings, mostly across engineering disciplines and in "customer advocacy."

Website: [www.cisco.com](http://www.cisco.com)

## Qualcomm

What makes it so great?

Wireless-technologies designer keeps new ideas flowing via an award-winning recruitment program: It hires 750 interns a year from 38 countries.

Website: [www.qualcomm.com](http://www.qualcomm.com)

while commanding more respect in the boardroom.

**Question:** I lead quarterly teleconference meetings with our sales team from other offices. Sometimes it feels like I am talking to only one person, as only one of seven individuals on the call will respond to topics, questions, give input, etc. How do I encourage everyone to speak? Do I verbally do a roll call after each statement, question to poll everyone?

**Tero says:** Meeting facilitation is always challenging and it can be especially difficult when face-to-face interactions are not possible. When you feel like you may be talking to only one person, you may be right. Here's a few strategies to try to facilitate more audience engagement. Some you may have tried - others may spark some creative ideas.

- Invite participants to help develop the agenda. If their own topic is on the agenda, they may be more invested in the meeting.
- Assign homework prior to the meeting. Circulate discussion topics in advance and tell everyone that they will be asked to weigh in with their thoughts during the phone call.
- Start the meeting on time and conclude a few minutes early. Begin the meeting with the most interesting topic so that late-callers will discover they miss interesting information if they dial in late to the meeting.
- Divvy up the agenda and delegate leadership of some of the agenda items to one or two team members. Not only will this ensure more involvement from the meeting participants, it will double as a training opportunity. Sales professionals can benefit from learning how to lead phone meetings.
- Raise your concerns at your next meeting. Ask the group the same questions you have asked Tero and seek their input on how to gain more participation.
- Conduct an evaluation on the effectiveness of the meetings. An on-line survey (such as Survey Monkey) can be quickly administered to ask the participants if they are getting value from the meetings and seek their ideas on how to make future meetings more productive.
- If the teleconference is simply to update the sales team with information, stats, programs, etc. you may want to rethink the need for the teleconference. If the communication is mostly one-way, their active participation may not be required. Perhaps a different method of communication might be more appropriate (i.e., quarterly report).

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

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## Feature Article - In the Eye of the Beholder: How Perceptions are Formed and How to Leverage Them for Business Advantage

by Rowena Crosbie

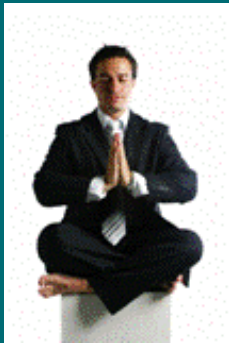
*"The eyes are very unreliable witnesses. Sometimes they see what they are meant to see."*

Hercule Poirot, Agatha Christie's famous Belgium detective, uttered this significant phrase when solving a murder mystery that had captured his attention. He realized, as many of us do, that simply perceiving something does not make it true.

We form perceptions all day every day. Whether checking out the dating pool, interviewing a candidate for employment, evaluating the school district in the area, observing an employee at work, approaching a manager or sizing up a political candidate, we consult our mental database, for better or for worse, and form a perception.

How are perceptions formed?

What impact do perceptions have on success?



Sources:

<http://money.cnn.com/magazines/fortune/>

<http://www.cbsnews.com/stories/>



Can we influence how others perceive us?

[Click here for the full article](#)

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### Professional Development Activity - Business Entertaining

Being our best is often challenged when entertaining clients around a table in a casual dining situation. Many times our most challenging dining occurs when we are dining informally. How do you handle the dilemma of eating casual foods with the same savvy as a more formally presented meal?

Try these tips this month and see how they work for you.

- When presented with finger food (sandwiches, fries, etc.) in a business setting, use a knife to cut the sandwich down to a manageable size, and preferably eat it in four sections, or if the section is in the least bit large, cut bites off of each section and eat it with a fork. This way your hands will stay clean, and you will not be at risk of bringing anything too large up to your mouth. Fries and pickles can also be sliced and eaten with a fork. If you are working internationally with Europeans always use a fork, not your fingers.
- The temptation when eating finger foods in a business setting is to eat them the way we do at home. In the business setting we want to avoid getting any food on our hands, so we should use utensils and napkins whenever needed and possible. We ruin our visual image if we lick our fingers or wipe our mouth off with our hand. We should also avoid dipping our chips and crackers directly into condiments or sauces. Put an amount of the sauce, dip or condiment on your plate and dip off of your plate rather than from the communal serving dish.
- Always remember if personalizing your food in a buffet line or at a fast food establishment that people are following behind you in line. Get what you need on your plate, but do not hold up the line preparing your sandwich or food. Move around the table to let others get their food if you need time to dress a sandwich, etc. Be conscious of facilitating for others to get their food, rather than solely focusing on your own.

If we focus on tips such as these and use them on a daily basis, we will never have to worry about how we are perceived with regards to our table skills. Dining casually or formally we will be savvy rather than challenged every time.

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### Resources

#### Gadgets, Games and Gizmos for Learning

Are your current learning events designed to teach the new breed of learner, one raised on a steady diet of video games, electronic gadgets and the Internet? The American Society of Training and Development, Iowa Chapter (ASTD) is hosting an event in Des Moines on April 3 to address how new technological tools can be leveraged for learning. For information, or to register, [click here](#) and follow the 2009 Programs and Trio Package link.

#### Social Networking

Are you keeping up with the latest online technology? Checking your email doesn't count. The International Association of Business Communicators (IABC) is hosting an event in Des Moines on April 15 to address the new wave of web technology, called "social media" that is changing the way people exchange information. For information, or to register, [click here](#).

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## What's New at Tero

### The 12 Most Common Networking Mistakes and How to Avoid Them

Don't miss the rare opportunity to attend this informative, complimentary Lunch and Learn session on April 17 at Tero International. [Click here](#) for information about the event and to reserve your spot. Space is limited and is on a first-come, first-registered basis.

### Tero Summer Scholarships

Tero International is pleased to announce 12 summer scholarships (valued at \$5,380) available to high school and college students (ages 16 - 19). Tero Student Scholars enjoy a rare opportunity to participate in prestigious training programs designed to build critical personal and interpersonal skills. Applications are due by April 30, 2009. [Click here](#) for information about the Tero Summer Scholarship Program

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## Public Workshops

### [Outclass Your Competition](#)

*A 5-hour Business Etiquette and Dining Tutorial workshop.*

April 23, 2009 (Des Moines)

August 6, 2009 (Des Moines), November 19, 2009 (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.*

March 11, 2009 (Omaha), April 20, 2009 (Des Moines)

August 18, 2009 (Des Moines), October 22, 2009 (Des Moines)

### [IMPACT - How To Speak Your Way To Success](#)

*A 2-day workshop on speaking confidently and persuasively.*

April 21-22, 2009 (Des Moines), May 13-14, 2009 (Des Moines)

June 18-19, 2009 (Des Moines), August 19-20, 2009 (Des Moines)

September 16-17, 2009 (Des Moines), October 20-21, 2009 (Des Moines)

November 12-13, 2009 (Des Moines), December 9-10, 2009 (Des Moines)

### [Time Management Through Goal Setting](#)

*A 2-day workshop on setting goals, balancing priorities, managing time and building stress strength.*

July 22-23, 2009 (Des Moines)

### [Selecting Top Performers: Recruiting and Interviewing](#)

*A 2-day workshop on hiring top performers.*

September 23-24, 2009 (Des Moines)

### [Beyond Compromise: A Better Way To Negotiate](#)

*A 2-day workshop on collaborating to achieve win/win solutions.*

May 6-7, 2009 (Des Moines)

### [World Class: Managing Diverse Business Communications](#)

*A 1-day workshop for internationals working in the U.S.*

May 12, 2009 (Des Moines)

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

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## Online Resources

Are you a graduate of a Tero workshop? Your feedback is important to us.

[Click here](#) 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](http://www.tero.com) to give us your feedback.

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### Inspiration - Things to Think About

Film Director Sidney Lumet has been quoted as saying he was dependent on the talents and idiosyncrasies, the moods, the egos, the politics and the personalities of more than a hundred different people. That was in making a movie, and added to that there were other aspects of the business he had no control over as well. In Kouzes and Posner's book *The Leadership Challenge*, they assert "you will never find in historic or present times even one leader who controlled every aspect of their environment." They go on to say "We should be thankful for the forces we cannot control. We need cynicism, skepticism, and alternative voices to ensure keeping our freedom. We need challenges, surprises and adversities to strengthen our courage."

A "best" place to work is not an environment that is carefully arranged around any one person's needs or control. In fact, the best workplaces are those that can accommodate, respect and leverage the inevitable differences, issues and attitudes that surface in the course of achieving goals. A mosaic of human talent, personality and experience in any workplace creates the necessary energy to thrash and refine efforts into something far greater than they could have been than if a lone individual had singular control over the process.

So, being "best" may not be easy for any one individual. But perhaps that what makes it "best" after all.

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