



Tero® International, Inc.

Your Elite Training Team

Monthly eZine - May 2009

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

Welcome to the Tero International Monthly eZine

Oprah has championed the concept and several universities have programs for their students to exemplify it. What makes paying it forward so intriguing and so fulfilling? Does it work in business?

The concept was first described by Benjamin Franklin, in a letter to Benjamin Webb dated April 22, 1784: "I do not pretend to give such a sum; I only lend it to you. When you meet with another honest Man in similar Distress, you must pay me by lending this Sum to him; enjoining him to discharge the Debt by a like operation, when he shall be able, and shall meet with another opportunity. This is a trick of mine for doing a deal of good with a little money."

Woody Hayes, legendary college football legendary coach used the term with one of his famous quotes, "You can never pay back; but you can always pay forward."

The term "pay it forward" was further popularized by Robert A. Heinlein in his book Between Planets, published in 1951: The banker reached into the folds of his gown, pulled out a single credit note. "But eat. Do me the honor of accepting this as our welcome to the newcomer.", "Uh, thanks! That's awfully kind of

October 22

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December 9 - 10

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Succession Planning Today



Stat:

1,484 U.S.-based Chief Executives left their jobs in 2008

(source: Challenger, Gray & Christmas)

Fact:

The median CEO tenure today is six years

you. I'll pay it back, first chance."

"Instead, pay it forward to some other brother who needs it." Heinlein practiced this philosophy and the Heinlein Society, a humanitarian organization that continues paying it forward, was founded in his name.

Can we have such an attention to humanitarianism in the office? Would we be doing a great deal by doing a little bit?

This month's eZine illustrates ways we "pay it forward" in business. The side bar shares some stats and facts about succession planning. Prior to changes in management and responsibilities, how can we "pay it forward" to our organization and the individuals working there every day? Good succession planning does that. Identifying leaders and strategic plans ensures that the hard work and effort someone is devoting today to their role will not be for naught. A good leadership development program and succession plan paves the way for continued prosperity and success, and allows for people to build the organization through their work every day.

Has anyone ever taken the time to introduce you to someone important for you to know? Did you appreciate it? The development activity focuses on the art of the introduction. We pay it forward whenever we take the time to help people extend their network by facilitating introductions. The beautiful thing is, they not only feel valued by us when we introduce them but they value us for doing it.

Paying it forward also happens when we recognize service that is good. This month's article gives us tips for tipping - whether you are in Des Moines or Dubai. Also check out the Q and A. Some tips for ways to go out of your way are found there, and the What's New Section announces some talented new interns at Tero this summer. Interns pay it forward in the work they do to learn and contribute to business on a short term basis, and we as employers and colleagues have an extraordinary opportunity to help them in ways we might hope someone will help our children, nieces, nephews, or friends starting out.

It is said the mathematician Paul Erdos at Harvard University met a promising math student on the verge of expulsion for inability to pay his tuition. Erdos paid the young man's tuition in full. Years later, the man offered to return the entire amount to Erdos, but Erdos insisted that the man rather find another student in his situation, and give the tuition to him.

Are there ways you can see yourself paying it forward this month? We would like to thank you in advance for your efforts, and for making a lot happen for others and your organization - from a little.

Source: Wickipedia, Paying It Forward

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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: If the server at the restaurant provided poor service to my table, how should I tip?

Tero says: To tip or not to tip! If you are experiencing poor service, the best thing you can do is find a quiet place away from the table to respectfully address your server. Rather than expressing emotions, explain kindly what was wrong or insufficient, how you would have hoped to be served and the consequence to you and your party. This way the wait staff can process how the service affected you, image what your expectation was and realize the effect on your experience. It also will give you time to hear from them. Maybe they were having difficulty in the kitchen and it affected timing. Maybe there was an extenuating circumstance that influenced their service.

(source: Booz & Co.)

Reality:

Last year, 42.4% of companies had no succession plan at all

(source: the National Association of Corporate Directors)

What does this mean for your organization?

Here's a recent example of succession planning that resulted in a smooth transition of leadership for the DuPont Company.

Chief Executive Charles O. Holliday Jr. observed his potential successor over a decade beforehand, Ellen J. Kullman. At that time, the early 1990s, Kullman was visiting as a senior manager in the electronic imaging unit in Toyko. Holliday was currently running the Asia-Pacific operations, (he wasn't appointed CEO of DuPont until 1998). Holliday was impressed with her willingness to learn and mentored Kullman from that time on.

Interestingly, DuPont encountered a hard lesson in succession planning when in 1889, President Henry du Pont's death left the company without an obvious successor, and DuPont was nearly sold to a competitor.

Since then, the company (\$32 billion-a-year) has become known as an academy company - one that is able to often find the next successor from within and then giving those potentials broad experience across functions and geographies.

By handling the situation with a kind conversation, you help the server understand the problem in a way that can make a difference rather than just assign blame. I would err on the side of still leaving a tip, perhaps less than the customary 15-20%, but something, as wait staff wages are insufficient without tips. Even though things were not up to par, they still worked to serve the table.

Question: I recognize that my company should begin succession planning, but how do I get started?

Tero says: Succession planning is more than just having a plan in order to promote employees from within the company. Likewise, it is more than an employee development initiative. While both areas play a key role, successful succession planning begins with answering questions such as: What are the future needs of the business? What talent, skills, knowledge and abilities will the future leaders need? What are the strengths and weaknesses of the existing workforce?

It is also important to be prepared to address several typical challenges:

- It takes time. Many organizations find that it takes three to five years to fully implement a succession planning strategy and even longer to make the process a part of the organization's culture.
- It requires support. In addition to the succession planning system, organizations must have systems in place that ensure high-performing individuals are given the opportunity to develop their skills, knowledge and abilities.
- There is resistance. Many leaders resist naming replacements for themselves. Leaders may feel threatened when asked to participate in the identification of future leaders for the organization.

Do your homework. Network with professionals in organizations who have experience with succession planning. Engage the assistance of succession planning experts and leadership development professionals.

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

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Feature Article - The "Tipping" Point

by Deborah Rinner

Whether we find ourselves digging into our wallet to find some single dollar bills to tip a porter, or doing the math on a receipt to calculate how much to leave our waiter, tipping is a part of everyday life. Not only customary in U.S., it signals gratitude to the one tipped for services rendered and is an opportunity for the tipper to communicate a level of graciousness and respect.

It is said tipping originated in the "penny university" coffeehouses in England. It originally meant "to insure promptness" and was a custom of giving a tip to encourage the server to get the drink to the customer promptly while it was hot.

Tipping hasn't always been popular in the U.S.

[Click here for the full article](#)

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Professional Development Activity - Using the Art of the Introduction

Using the art of the introduction, you will not only connect people to others, but be remembered as a leader and an experienced networker.

In fact, Holliday is an example of this academy company. He came to DuPont on a summer internship and was mentored throughout his career there - even after appointed CEO. As a result, Holliday spoke of succession planning immediately upon becoming CEO and had a "truck list" (people who could run the show in the 21st century in case he was suddenly gone).

Kullman, now the current CEO, recognizes that one of her biggest decisions is not which businesses to invest in, but which people.



Source: "The Art of Succession" by Matt Boyle, BusinessWeek, May 11, 2009, p. 30-32

Formally introduce three people

The rules of introducing in a business setting are simple. First decide in the situation who is the most important person. Say that person's name first.

Example: Carl Rogers, I would like to introduce TO YOU, and then say the other person's name.

The words "to you", in that order, keep the precedence intact. With regard to whose name to say first, dignitaries override everyone, and a client is always considered most important.

Formal introductions are a wonderful, but often forgotten, tool to use not only to connect people, but to convey you value them.

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Resources

Leadership Development

Succession planning, employee retention goals, acquisitions/mergers, downsizings and change are some of the strategic drivers that call for leadership development. Tero's Leadership Development Pipeline Model provides a step-by-process for developing leaders. [Click here](#) to learn more.

Tero now accepts American Express and Discover cards

In addition to accepting MasterCard and Visa for workshop registration, Tero is pleased to now accept American Express and Visa. [Click here](#) to register for a public workshop.

Pay It Forward Book and Movie

In 2000, Catherine Ryan Hyde's novel *Pay It Forward* was published and adapted into a Warner Brothers film, *Pay It Forward*. In Ryan Hyde's book and movie it is described as an obligation to do three good deeds for others in repayment of a good deed that one receives. Such good deeds should be things that the other person cannot accomplish on their own. In this way, the need to help one another can spread exponentially through society, creating a social movement with the goal of making the world a better place. Gain inspiration by picking up a copy of the book or movie to enjoy with your family and friends.

Magellans Travel Supplies

Tero thanks Magellans, a leader in travel supplies, for providing permission to share their Worldwide Tipping Guide with you in this month's article. Visit Magellans on the web at www.magellans.com. To read this month's article [click here](#).

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What's New at Tero

Welcome Tero Interns

Tero welcomes Ashley Feldman and Jean Kaul to the Tero Summer Internship Program. Ashley and Jean began their summer internship at Tero on Monday, May 18th. Already, they are immersed in a dozen projects that will lend to their professional development, career resumes, and experience. You may encounter Ashley and Jean this summer if you're attending a public workshop, or holding your own training session or meeting at Tero's facility. We welcome them to the Tero Team.

Tero Student Scholarship Recipients Announced

With the promise of twelve scholarships, the level of professionalism and interest on the applications led to awarding five additional scholarships to students age 16-19. [Click here](#) to see a listing of those who received a scholarships. We look forward to presenting this opportunity to these ambitious students and



keeping in touch with them as they venture forward in their education and career success.

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Public Workshops

[Outclass Your Competition](#)

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

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.

June 18-19, 2009 (Des Moines),
July 14-15, 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)

[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 to give us your feedback.

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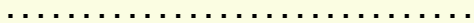
Inspiration - Things to Think About

"What we do for ourselves dies with us. What we do for others and the world remains and is immortal."
Albert Pine, English Author, d. 1851

"Be an opener of doors for such as come after thee."
Ralph Waldo Emerson, American Poet, Lecturer and Essayist, 1803-1882

"Thousands of candles can be lit from a single candle, and the life of the candle will not be shortened. Happiness never decreases by being shared."
Hindu Prince Gautama Siddharta, the founder of Buddhism, 563-483 B.C.

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Tero International, Inc.

1840 NW 118th Street, Suite 107, Des Moines, Iowa 50325
phone 515-221-2318 fax 515-221-2369

P. O. Box 241143, Omaha, Nebraska 68124-1143
Phone 402-334-6819

website www.tero.com
email training@tero.com