



## Tero® International, Inc.

Your Elite Training Team



### Monthly eZine - May 2011

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## Tero May eZine

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1. [Click here to view Tero's May 2011 eZine.](#)
2. [Click here for links to pdf's of the May 2011 eZine and previous eZines.](#)

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## Events and Workshops

### Public Workshops

#### 2011 Workshops

June 7 - 8

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

[Register now](#)

June 23

[Image and Influence](#)

[Register now](#)

July 20 - 21

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

[Register now](#)

August 9 - 10

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

### Welcome to the Tero International Monthly eZine

Alignment. It is required in life. The planets revolve around the earth in alignment, our auto wheels occasionally need to be put in alignment, even our bodies require alignment to function at their best. Notably we recognize efforts toward realignment easily in celebrities and popular culture. Britney Spears and Lindsay Lohan come to mind as do various politicians who are suddenly seen to be out of line personally with what they profess professionally.

Not as easy to see, however, is how we personally may need to realign. Our work life offers us continual opportunities for this realization. Whether aligning our efforts to goals, our values with those of our organization, or how we see ourselves with how others see us or we wish to be seen, realigning ourselves can help us get to the next level.

This month's eZine focuses on tools and ideas for realigning our interpersonal interactions with what we wish to achieve. We hope you will find this "Tero Tune Up" valuable in realigning you straight away on the road to success.

As part of our ongoing alignment at Tero, we are pleased to announce the search for an Executive Assistant and welcome the assistance of our eZine readers in spreading the word. [Click here](#) for information and a position description.

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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.

Answers to many of your questions can also be found in a daily radio broadcast. Professional Polish from Tero International airs daily on KIOA 93.3 FM in Des Moines, Iowa. Listen at approximately 4:38 p.m. each weekday afternoon or [click here](#) for recent tips and a program archive.

**Question:** I am managing a team of five. I find myself mired in the day to day demands of the job of managing. I want to work on my leadership skills. How can I start to make the shift from managing to leading?

[Register now](#)**September 13 - 14**[IMPACT: How To Speak Your Way To Success](#)[Register now](#)**October 6**[Outclass Your Competition](#)[Register now](#)**October 11 - 12**[IMPACT: How To Speak Your Way To Success](#)[Register now](#)**October 27**[Image and Influence](#)[Register now](#)**November 15 - 16**[IMPACT: How To Speak Your Way To Success](#)[Register now](#)

## Five Ways To Check Your Alignment

1. Analyze your company's communication style and mission statement. This will allow you to know the company's goals. Understanding your company's goals is crucial to the alignment process and will help with your overall communication. Other factors that are important include:

- read quarterly and annual reports
- examine your company HR manuals
- recognize detailed communication from the executive team
- stay-up-to-date with your company's corporate communications department

**Tero says:** Managing and leading are two different things. Leaders have responsibilities that go beyond the demands of just getting the work done. Leaders take people from simple performance to all around excellence. Research has shown that leaders model the way with their behavior on all fronts, inspire vision, encourage, challenge process, and enable others to act. Taking some time to reflect daily on how you can infuse your day to day interactions with the elements we know define leadership will begin to take you from tactics to strategy, from telling to persuading and inspiring, and from doing the things right to doing the right thing. This is the shift you are looking for.

**Question:** I have retooled my skills and they seem to be sufficient to reach my goals yet I feel others do not recognize this, and that I am stuck. How do I move forward?

**Tero says:** Moving forward begins with making sure the skills we have match our goals and that we are clear in terms of what we want to achieve. The step we often overlook is managing the perception of how others see us. Examine how you relate on a daily basis, how you appear to others in your interactions, how you demonstrate your skills and communicate your desire to move forward. Line up what your organization needs with what you have to contribute. Doing these things will not only help others see your abilities, it will help you avoid feeling stuck.

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

### Feature Article - Restructure or Structure

by Deborah Rinner

Unfortunately many businesses have to restructure under the eye of a watching public. Probably none more vividly than Korean Air. In the 1990s 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.

Culture is an interesting phenomenon. We are so close to our own, we are blinded many times to how it makes us act and react. We are often so blind to it, we do not see it as a factor that operates 24/7 in our minds, the minds of those we work with, and in business itself. Even someone as technically skilled as a pilot can succumb to the effects of national culture on the job, to the point where they do not operate with a totally unbiased capacity, and the product, in this case a safe trip for the passengers, is jeopardized. In fact they say for an employee, national culture, its expectations and values, will trump organizational culture.

Culture counts. Yet we fail to take a look at what it may reveal to us, how it may be affecting us, and learn what may be helpful in leveraging it as a benefit. We too often do not even consider it a potential factor until problems that could have been addressed occur.

In the case of Korean Air, the problem was devastating. "We realized we needed to concentrate more on 'how' we fly and less on 'where' we are flying to" This, a quote from a top official for the owners of Korean Airlines, after the fact. Unfortunately this quote is a metaphor for how we often operate in business. All too often we are looking forward to where we are going, forgetting that how we are proceeding is going to eventually win out in determining our success. Knowledge of cultural difference and worldview directly affect the "how" and the "where" will only matter if we proceed with all the expertise we can to recognize and deal with cultural difference.



[Click here for the full article](#)

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### Professional Development Activity Alignment With Your Desired Perceptions

One way to improve alignment is to challenge yourself to look critically at your own behaviors each day.

2. Ask other teammates for help and utilize internal mentor programs. A mentor can help you set personal goals that align with your company's overall objectives. When choosing your mentor make sure that he or she is someone you respect and share common goals with.

1. Begin by decided how you want to be perceived by others. List three to five words that you would like others to use to describe you.

2. Since people form their perceptions based on what they see and hear, describe the specific behaviors that others would observe you doing or saying that would lead to those perceptions.

3. Look in the mirror and begin monitoring your own behavior daily with a goal of aligning your actions with your desired perceptions. For example, if you decide that one of the words you would like others to use to describe you is "confident", list the specific behaviors that would communicate confidence and employ them daily. Since confident people make direct eye contact, consider monitoring your own eye contact in face-to-face communications and adjust as necessary. If you want to be perceived as "approachable", you may choose to monitor how/if you greet others. Do you smile? Exchange kind words? Use the other person's name? These are all examples of behaviors that individuals who are perceived as approachable do frequently.



Who among us isn't guilty of occasional misalignment between words and deeds? Do you tell your children to obey the law, yet find yourself exceeding the speed limit while rushing to a meeting? Do you claim to value your health and then make the occasional unhealthy lifestyle choice? These are examples of misalignment that are within your power to align.

3. Shape yourself professionally. Develop an overall plan that aligns with your goals and that ensures professional growth. Enrolling in different developmental programs can illustrate your eagerness to grow and help you develop crucial skills that can enhance the company's success.

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### Tero Team Updates

The past month has seen many changes for the Tero Team. Here are the updates:

#### Deborah Rinner named Vice President

Tero is proud to announce the promotion of Deborah Rinner to Vice President. Deb joined the Tero Team in 2002 and brought specialties and certifications in business etiquette, dining tutorial and intercultural competence that are held by few professionals in the industry. As Director of International Protocol and Corporate Etiquette, under Deb's leadership, these Tero programs have impacted thousands of business professionals across the globe. Deb's research and instructional design work has contributed to important advances in Tero's research-based curriculum around critical interpersonal skills such as leadership, communications, teambuilding and personal effectiveness. Deb co-led the development of Tero's proprietary negotiation skills curriculum. As a head coach for Tero's Executive Coaching programs, clients benefit from highly customized development opportunities and as a highly sought after keynote speaker, Deb has touched thousands of business professionals with inspiring and relevant messages. In her new role as Vice President, Deb continues to serve Tero clients with powerful learning experiences and her role is expanded to include leadership responsibilities of many of the strategic needs of Tero. [Click here](#) to meet Deb. You can contact Deb at 515-221-2318, ext. 201, or by email at [drinner@tero.com](mailto:drinner@tero.com)



4. Be creative and think outside the box by learning ways you can contribute to company goals in a resourceful way. Discover new techniques on how you can play a role in different projects and use creative thinking to your advantage.

#### Ann Block named Director of Client Relations

Tero is proud to welcome Ann Block as Director of Client Relations. For the past four years, Ann has served as a Business Development Consultant for Tero and now joins the team in a full-time capacity in her new role. While Tero is best-known as a corporate training company, it is a complete and accurate analysis of an organization's people requirements that determines if a training or coaching solution



5. Review your goals in a timely manner to ensure that they still align with the company's. When necessary modify your goals and make the appropriate changes. Your company may make different changes throughout this process; therefore, you need to review yours to make sure that you are staying on track.

#### Sources:

[http://www.ehow.com/how\\_5697847\\_align-company-goals.html](http://www.ehow.com/how_5697847_align-company-goals.html)

<http://www.successfactors.com/articles/corporate-goal-alignment/>

[http://www.strategy2act.com/life-cycles-in-hr/11\\_how-to-align-employee-values-and-aspirations-towards-your-company-goals-and-vision.htm](http://www.strategy2act.com/life-cycles-in-hr/11_how-to-align-employee-values-and-aspirations-towards-your-company-goals-and-vision.htm)

is appropriate and will ultimately succeed. With more than 25 years of business leadership experience in a Fortune 500 Company and in smaller organizations, Ann has walked in the shoes of Tero clients and knows, firsthand, the challenges faced by managers in aligning employees and their strengths to business priorities and the critical role of skill-building and education in a fast-paced, competitive and changing environment. Ann is the vital connection to Tero clients throughout the process, from examining business goals through needs assessment to program implementation to followup and measurement. In Ann, clients enjoy a knowledgeable and trusted advisor in planning their Tero development experiences to meet business challenges. [Click here](#) to meet Ann. You can contact Ann at 515-221-2318, ext. 204, or by email at [ablock@tero.com](mailto:ablock@tero.com)

#### Jennifer Chittenden leaves Tero

Jennifer Chittenden who has served Tero as Client Relations Coordinator for the past six years has left Tero to pursue other professional opportunities. We wish Jennifer success in her future endeavors.

#### Tero Welcomes Summer Interns

Justin D'Souza and Elizabeth Wilson have accepted 2011 Tero summer internships. Justin is a student at Iowa State University studying Biology/Biochemistry, Pre-medicine and Pre-law and is a graduate of Dowling High School. Elizabeth Wilson is a student at the University of Illinois at Urbana-Champaign pursuing a Bachelor of Science in Psychology with concentration in Business and a Minor in Russian.

#### Executive Assistant Position available at Tero

Tero is currently interviewing candidates for the position of Executive Assistant. The successful candidate will possess strong planning and organizational skills, good communication and interpersonal skills and adapt well to the needs of a growing business. [Click here](#) for information and a position description.

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#### What's New at Tero

##### Iowa Cubs Skybox and Tero International

It is that time of year again! Tero is enjoying the Iowa Cubs at the Tero skybox at Principal Park. Please contact Ann Block if you are interested in attending a game filled with great food, people, mingling - and some baseball of course. This is a wonderful opportunity to network with fellow business professionals. Email Ann at [ablock@tero.com](mailto:ablock@tero.com) if you are interested.

##### Rowena Crosbie Speaks to Meeting Professionals International - Heartland Chapter

Tero President, Rowena Crosbie, was invited to speak at the MPI chapter meeting on the subject of Handling Change. The event was hosted at the Tero Learning Center on May 17.

##### Deborah Rinner to Lead Des Moines Community Foundation Workshop

Deborah Rinner, Tero's Vice President will train two separate [Outclass Your Competition](#) sessions on Wednesday, May 25 from 8:30 a.m. to 11:30 a.m. or 1:00 p.m. to 4:00 p.m. The event will be held at 6100 Grand Avenue in Des Moines, Iowa. The Community Foundation is providing this session at no cost to individuals working in non-profit organizations. The Community Foundation of Greater Des Moines works to improve the quality of life for all by connecting donors with their passions, fostering links between community organizations and convening local leaders to advance the common good. Increasing their community's connectedness includes building trust, civility, volunteerism and encouraging informal socializing and civic engagement. Both classes are booked to capacity. Contact [ablock@tero.com](mailto:ablock@tero.com) for information about other opportunities to attend Tero's Outclass Your Competition training.

##### Rowena Crosbie Featured Speaker for the Mid-America Economic Development Council (MAEDC)/Professional Developers of Iowa (PDI) Conference

Rowena Crosbie, was invited to speak at the MAEDC/PDI Conference in Des Moines, Iowa on Friday, May 6. This premier conference focused on 2011 Best Practices.

Ro concentrated on presentation skills during her keynote address.

**Rowena Crosbie Scheduled to Speak for the Tri-State Human Resource Association - Affiliate of the Society for Human Resource Management**

Ro Crosbie will speak at the Tri-State Human Resource Association meeting in Dubuque, Iowa on Thursday, June 9. The subject is Selecting Top Performers. This event is sponsored by IowaWORKS, a partner in Iowa's National Career Readiness Certificate (NCRC) workforce initiative.

**Becky Rupiper-Greene Featured Speaker for the Society of Human Resource Management (SHRM) Cyclone Chapter**

Tero Senior Training and Image Consultant, Becky Rupiper-Greene, has been invited to speak at the SHRM meeting in Ames, Iowa on Thursday, June 9. Image and Influence is the topic.

**Rowena Crosbie's Business Story Keynote for Metro Women's Network**

Ro Crosbie will speak to the Metro Women's Network on June 16 at Gino's West in Des Moines, Iowa. She will share the Tero story that led to her being honored as the Woman Business Owner of the Year in 2009 by the Des Moines Business Record.

**Rowena Crosbie Interviewed on Iowa Public Radio**

In May, American Express Open released their comprehensive report on the state of Women Owned Businesses in the United States. Tero President, Rowena Crosbie, was invited to participate in the discussion on Iowa Public Radio's "The Exchange". To listen to the broadcast, [click here](#). To visit the home page for The Exchange, [click here](#). To download the report, [click here](#).

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**Public Workshops**

[Outclass Your Competition](#)

*A 5-hour Business Etiquette and Dining Tutorial workshop.*  
October 6, 2011 (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.*

June 23, 2011 (Des Moines), October 27, 2011 (Des Moines)

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

*A 2-day workshop on speaking confidently and persuasively.*  
June 7-8, 2011 (Des Moines),

August 9-10, 2011 (Des Moines), October 11-12, 2011 (Des Moines),  
November 15-16, 2011 (Des Moines)

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

*A 2-day workshop on negotiating win/win solutions.*  
July 20-21, 2011 (Des Moines)

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

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**Online Resources**

**Join Tero's Online Community**

Leverage the power of social networking for instant communication, immediate updates and access to relevant information. Follow Tero on Twitter, Like Tero on Facebook, Read Tero's weekly Blog or Subscribe to Tero's You Tube Channel.



**Graduates Only**

Are you a graduate of a Tero workshop? The Graduate's Only section on the Tero website provides useful resources and activities to support and reinforce your learning.

[Click here](#) if you are a Tero graduate to gain access to this exclusive area of the Tero website. Simply enter your full name and email address to gain access.

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**Inspiration - Things to Think About**

Alignment is the adjustment of an object in relation with other objects. It can only happen for us personally, if we know ourselves. Only then can we rightly see ourselves in relation to others, our work and our goals. Lao Tzu in the Tao Te Ching said to know how other people behave takes intelligence, but to know our self takes wisdom. The wisdom of knowing our self, and everything it takes to make sure we are not hiding anything from our self is the secret to continual alignment.

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