

# The Training Connection

January 2007

Volume 7 Issue 1

THE TRAINING CONNECTION, INC.

*Strengthening the Connection Between Employee Development and Organizational Effectiveness*

## *Increase Results by Building Endorsement*

*“Why is it that so many companies invest millions in buildings and equipment, and yet invest so little in the development of their most important asset-people? It would seem we should take care of the people first and then they will take care of the company.”*

— Judy Suiter

The most effective way to gain the commitment and cooperation of others is to “*get into their world*” and “*blend*” with their behavior style. By meeting a person’s behavioral needs you are able to earn endorsement. Through this endorsement you are able to diffuse many problems before they happen. Also, endorsement allows a person to gain the most benefit from their time with you. Every interaction you have with a person either increases or decreases your endorsement. Human performance is directly proportionate to endorsement.

There are 6 ways in which you can build endorsement of which 1 is earned (position) and all the others can be learned.

1. **Position** – A person’s position gives them a certain amount of endorsement. However, this endorsement increases or decreases based on “*how*” they act and “*what*” they believe.

*Continued on page two – Endorsement*

## **Inside This Issue**

1. *Increase Results by Building Endorsement*
1. *Rewards and Recognition*
3. *One Minute Ideas*
3. *Self-Esteem at Work*
4. *The Mentoring Connection*

All articles, quotes, and material in this newsletter are copyrighted. © 2007 No part can be reproduced in any form without specific written consent from copyright holder(s). All rights reserved worldwide.



## *Do You have an Effective Rewards and Recognition Program?*

## *Rewards and Recognition*

*‘Satisfied, dependable and productive employees make business happen. Often a consumer will choose to purchase your product or service based on the employee who represents that product or service’*

It seems that one of the secrets to a productive workforce – and therefore a successful business – is an elusive

thing called good morale. Just what is good morale? It usually refers to how your employees feel about their jobs, you and your business. And that can directly affect your bottom line.

So the next question would be: “*What contributes to good morale in the work environment?*”

It’s a myth that good employees care only about money. Money is important, but there are many items that contribute to an employee’s morale. Interestingly, some are so fundamental that we tend to miss them completely. For instance, do your employees feel:

- ♦ Treated fairly and respectfully?
- ♦ Valued and appreciated?
- ♦ Recognized and possibly even rewarded for their work?

It shouldn’t take you long to realize that if you wish to attract, recruit and retain good employees, fair and respectful treatment is a given. Employees who do not feel valued and appreciated will either contribute less effort as time goes on, or leave for greener pastures where they will be appreciated.

In addition, everyone likes to have achievements and efforts recognized. Even though personal satisfaction is usually generated from within ourselves, it is always more meaningful if someone else notices and shares the success. Thus, the concept of recognition and rewards. Rewards can motivate and encourage employees to contribute to their own success and that of your business.

*Continued on page three – Rewards*

Continued from page one – *Endorsement*

2. **Appearance** – Whether you like it or not, your appearance will dictate whether you are liked or not. People notice the way you dress, your stationery, briefcase, eye contact, handshake, walk, etc. Anything a person sees can positively affect your endorsement.
3. **Beliefs** – People who do what they say and say what they do will develop greater endorsement than people who are “wishy-washy” in their actions. A straight shooter will develop a greater level of endorsement because of his/her reliability and trustworthiness.
4. **Competence** (technical, systems, and people relations) – A specialist in a field is seen as the one to listen to in order to solve problems. Also, if you develop good people skills you have a competence that can build your endorsement.
5. **Oral Presentation Skills** – A person who stands up and is unable to effectively present his/her ideas will have trouble gaining endorsement.
6. **Feedback** – The ability to give, receive, and act upon various forms of information from others greatly impacts endorsement. Most people want to do a good job. The manager’s task is to give effective feedback allowing the employee to make appropriate changes.



The following 5 steps will assist you in achieving greater endorsement with those around you:

1. **Know Yourself** – Awareness of your own behavioral tendencies provides the basic foundation for increased communication. Each of us has certain inherent behavioral tendencies that make us unique, and to be aware of these provides us with the knowledge to modify our behavior.
2. **Control Yourself** – Once you have developed a heightened awareness of your behavior, you can begin to consciously control your behavior.
3. **Know Others** – Know yourself first, and then learn to recognize behavioral differences in others.
4. **Appeal to Others’ Basic Needs** – Before you can appeal to a person’s basic needs, you must know their needs. By knowing their basic needs, you can intentionally do something that will appeal to their basic needs, giving you greater endorsement.

Continued on next column –

5. **Provide a Climate for Motivation** – There are three types of motivation:
  - a. **Fear Motivation** – “Do it or else we can replace you” approach. Fear motivation always results in inner anger and resentment against the person using the fear tactics. Sometimes the threat of loss or punishment must be used, *but should only be used when all other methods have failed*. Fear motivation is the lowest form of motivation and usually results in: “when the cat is away, the mice will play.”
  - b. **Incentive Motivation** – Is the “carrot” held out that causes the person to want to run the race. “If you do this, then we will do this for you.” Incentive motivation can be vary powerful and should be a part of your compensation program. However, it is not the strongest or highest form of motivation.
  - c. **Causal Motivation** – The highest form of motivation occurs when an environment is created that causes people to want to work and be the best they can be. As the title implies, causal motivation is working toward a “cause.”

Lastly, here are some thoughts you should discuss with others in your organization:

- ✓ You cannot motivate another person; you can only create an environment in which people become self-motivated.
- ✓ All people can be motivated.
- ✓ People do things for their reasons and not yours!
- ✓ An individual’s strengths overextended may become a weakness.
- ✓ If I understand me better than you understand me, then I can control the communication or the situation!
- ✓ If I understand me, and I understand you better than you understand yourself, I can control you!



– Adapted By Howard Shore of *Elite Advisory Group* from “*The Universal Language DISC: A Reference Manual*,” by Bill J. Bonstetter and Judy I. Suiter

---

It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.

– Charles Darwin

Continued from page one – *Rewards*

Now, we're not talking big-ticket items like a car or trip to some exotic locale. On the contrary, employees are often delighted with a range of rewards that can be provided at little or no cost. Most importantly, ensure your program fits the culture and image of your company.



### THE MOST EFFECTIVE REWARD AND RECOGNITION PROGRAMS HAVE FIVE ELEMENTS:

1. **Achievable:** Set achievable standards. If it can't be accomplished, it becomes a de-motivator.
2. **Objective:** Tell employees exactly what it takes to achieve a reward or recognition.
3. **Sensible:** Include rewards that are logical motivators. If you are in your busy season, don't award additional time off if your schedule can't tolerate it for another six months.
4. **Timely:** Waiting too long to deliver a reward or recognition will lessen the impact.
5. **Useful:** If possible, measure and reward something that helps to produce useful business results.

### THERE ARE NO FIRM RULES ABOUT WHAT TO RECOGNIZE, BUT MANY PROGRAMS RECOGNIZE THE FOLLOWING:

- Productivity/quality
- Customer service
- Peer recognition
- Superior performance or extraordinary achievement
- Safety
- Length of service



Remember, recognition and rewards need to be offered with sincerity and thoughtfulness. Recognizing employees is about giving thanks and credit where credit is due and making those employees feel valued and appreciated for a job well done.

— Copyright © 2007 Tourism HR Society. All Rights Reserved. Republished under license. Permission granted by: NS Charney & Associates

## Self-Esteem at Work

Whether for yourself or others, working to enhance self-esteem is always worthwhile. Here are five ways to motivate people whose self-esteem is not high:

- ☞ Set goals with a clear payoff. Provide a payoff and a reward to encourage people to work further.
- ☞ Don't blame individuals for problems. Show them how to overcome external problems and help them differentiate the external issues from their own competence.
- ☞ Be supportive. People need to be part of a team and feel accepted. Create a positive work environment.
- ☞ Minimize conflicts and ambiguity. These create stress and keep workers from striving for more.
- ☞ Set goals carefully and give people proper training for tasks.

Source: *Self-Esteem and Work*, by Dr. Joel Brockner



# ONE MINUTE IDEAS

## Motivational Quotes For 2007

**There is nothing like a dream to create the future.**

— Victor Hugo

**It is not your aptitude, but your attitude, that determines your altitude.**

— Zig Ziglar

**Live out your imagination not your history.**

— Stephen R. Covey

**Too many leaders act as if the sheep – their people – are there for the benefit of the shepherd, not that the shepherd has responsibility for the sheep.**

— Ken Blanchard

**Never confuse activity with results.**

— Lou Gerstner, CEO of IBM



4004 Genesee Place, Suite 109  
Prince William, VA 22192  
(703) 551-0734

Visit Our Web Sites –

[www.mentoringconnection.com](http://www.mentoringconnection.com)

[www.thetrainingconnection.com](http://www.thetrainingconnection.com)



# The Mentoring Connection

## A New Year to Enhance Your Career

By Alison Sfreddo

**H**appy New Year! As we recover from the frenzy of the past two holiday months, many of us are just content to be able to take that deep sigh of relief as we breeze through the lull of January. But why waste those precious days when we can rejuvenate our careers! As everyone else begins to settle back into the everyday routine, we should take this opportunity to assess where we are today and where we would truly like to be five years from now (or at the end of this one!)

By taking a serious look at our current place in our careers and carefully considering where we truly would like to be, we can begin to take those steps that will fulfill us both personally and professionally.

**The following are a few tips to help get you on your way!**

**Dream on.** For a moment, take a look at those around you and think about where they are in their professional levels and disciplines. Do any appeal to you? Can you visualize yourself as a manager or senior analyst or in another entirely different career?



**Money isn't Everything.**

Although a paycheck is a very important component of our professional life, searching for a position for salary level alone will not keep you fulfilled in the end. If you follow your passion (or avid interest), with enough foresight and hard work, you can be happy *and* compensated financially.

**Inquire Within.** Talk to those folks who career paths intrigue you. How did they get there? What qualifications are needed? Do they like where they are at? Get a good grasp of what your future goal may be.

**Get Close and Personnel.** Visit your organization's personnel office and research your options.

*Continued on next column -*

What are the current and future opportunities for your dream job? What are the skills you will need to have that will qualify you?

**Chart your Course.**

When you have determined what exactly you would like to achieve, make a realistic "map" of what skills will be needed to get there and the time frame that it will take to achieve those goals.



**See and Be Seen.** Sign up for a mentoring program or join a professional organization. This will serve to give you both insight into the dynamics of your future position and give an opportunity to network with those professionals you will be working with.

**Inch by Inch it's a Cinch.** Many times our greatest adversary is poor planning. We become so driven by our new aspirations that we lose sight of a realistic time frame. For example, if a Master's degree is what you are after, scheduling one graduate course per semester is much more feasible than taking three with a full time job.

**Cheers!** Celebrate each and every success and milestone - no matter how small. Each and every time you learn a new skill or meet a new person - you better yourself and those around you. Celebrating your accomplishments will give you the momentum to complete your entire long term plan.

With a great plan and self confidence, you can be whoever and wherever you want to be!  
*Enjoy the journey!*

***We welcome your questions in 2007!***

If you have a question about how to handle a professional situation or colleague, or would just like some advice to help jump start your career, please submit your questions to Kathy Wentworth Drahosz, [kdrahosz-ttc@comcast.net](mailto:kdrahosz-ttc@comcast.net)

***Have a happy, healthy and prosperous 2007!***