

The Training Connection

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THE TRAINING CONNECTION, INC.

Strengthening the Connection Between Employee Development and Organizational Effectiveness

The Four Phases Of Growth

Even if you have great natural ability, it takes time to become a leader, says John Maxwell. Maxwell, who founded four companies and has spent 30 years in various leadership roles, says you need time to go through four phases of growth:

1. "You don't know what you don't know."

To start on the leadership path, you must realize that leadership is influence. And everybody—including you—tries to influence others every day. If you accept that fact, you've reached an important point on the way to becoming a leader: You realize you need to know more about how influence works.

2. "I know what I don't know." You'll usually find yourself in this phase after you've been thrust into a leader's role. Now you know for sure that you need to learn more about influence. So start to gather resources, attend seminars, take courses and talk to leaders in your field.

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"I know what I don't know."

Help Perfectionists Be Better Managers

Perfectionists set high standards and push themselves hard. That's fine for self-motivation and career moves, but it can cause problems if they supervise others.

When your perfect protégés move to management positions and refuse to cut anyone any slack, you need to:

- **Help** them see and acknowledge that all people make mistakes, and that occasional mishaps don't preclude success.
- **Coach** them to recognize the difference between who they are and what they do for a living. Example: Just because they see themselves as demanding perfectionists doesn't mean they should magnify a minor defect in an employee's otherwise excellent report.
- **Encourage** them to publicly recognize what goes well and not dwell on every error. Remind them that steady praise will improve the morale of those they supervise.

Source: Entrepreneur, Entrepreneur Media Inc., 2392 Morse Ave., Irvine, CA 92714.

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Motivational Quotes

"The average person puts only 25 percent of his energy and ability into his work. The world takes off its hat to those who put in more than 50 percent of their capacity, and stands on its head for those few and far between souls who devote 100 percent."

– Andrew Carnegie

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3. "I grow, and I know it starts to show." At this point, others begin to notice—and comment on—something about you that says you're on the way to becoming a leader. But realize it won't happen as quickly as you'd like. It will occur according to the "Law of Process:" In five years, your influence will increase. In 10, you'll be an effective leader. And in 20 years—if you've continued your growth—others will be asking you to show them how to lead.

4. "I simply go because of what I know." This is when all your hard work and willingness to learn—and teach others—pays off. Your leadership becomes almost automatic. But you can't get there without paying the price of lifelong learning and being patient enough to let the "Law of Process" work.

Suggestion: Think of becoming a leader as like investing in the stock market: If you hope to amass a fortune in one day, you won't succeed. But if you start learning today, you'll be ready to lead when the time comes.

Adapted from *The Manager's Edge*. Original Source: *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, by John C. Maxwell, Thomas Nelson Publishers Inc.,

Humor Is Healthy...

The teacher of the earth science class was lecturing on map reading.

After explaining about latitude, longitude, degrees and minutes the teacher asked, "Suppose I asked you to meet me for lunch at 23 degrees, 4 minutes north latitude and 45 degrees, 15 minutes east longitude...?"

After a confused silence, a voice volunteered, "I guess you'd be eating alone."



Failing Employees

Are your employees failing?

Want to save time, money, and a lot of energy for you and your organization?

Set employees up to succeed not fail. Make sure your employees know:



- **What the job is.** Make sure you explain to each person specific directions and/or goals about the job or task.
- **Explain how to do the job.** Be available to answer questions or give directions on how to do the job or task.
- **Make sure a person or situation doesn't interfere** with employees' ability to do the job.

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"We must walk consciously only part way toward our goal, and then leap in the dark to our success."

– Henry David Thoreau

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Three Easy Ways You Can Alleviate Stress— Right Now!

The first step in tackling stress is to understand that you are in control of it. Stress is not the outside world attacking you—stress is the way *you react* to the outside world. Two people may undergo the same experience, but one may feel “stressed” while the other may not. The person who feels easily stressed probably has a weaker coping mechanism.

Here are some shifts you can make to reduce stress:

- **Get physical.** Make exercise a part of your day—even taking the stairs instead of the elevator counts. Besides a million other positives, exercise enhances your ability to cope. Physical exertion provides you with the confidence and strength to keep slicing through adversity.
- **Sleep.** Seven to eight hours of sleep is a must to help refresh your mind. Throughout the night, your brain processes the day’s information and prepares itself for gathering and receiving tomorrow’s data. Without proper rest, you begin stacking new thoughts on top of old ones and the resulting overload takes the form of stress.
- **Be realistic.** You can avoid stress by dropping any unrealistic expectations you might have, such as needing unanimous approval for everything you do, thinking people should always respond the way you anticipate them to, and expecting to win every time.



Adapted from *Your Workday*, by B. Hemphill and P. Quinn Gibbard (Reader’s Digest)

Web Site Of The Month

Finally the easy solution to managing your incoming e-mail has arrived. And it's free!



MailWasher is a free E-mail checker with effective SPAM (unsolicited E-mail) elimination. Discover the safe way to stop unwanted viruses and E-mail before they get to your computer.

MailWasher
Over 1,000,000 Downloads!

Check it out at: www.mailwasher.net



ONE MINUTE IDEAS

10-Minute Organizing Tasks

When you have 10 minutes to spare, tackle one of these tasks:

- ◆ Read a brief article or report
- ◆ Organize your work area
- ◆ Clean out a desk drawer
- ◆ Complete your to-do list for the next day
- ◆ Relax by breathing deeply

Say ‘NO’ with tact

Protect your time—without appearing to be unhelpful—by saying “no” without using the word. *Here’s how:*

Explain what you’d have to eliminate to meet the request. *Example:* “I’d like to help plan the conference, but I’d have to cancel my new-client meetings in Detroit.”

“My philosophy of life is that if we make up our mind what we are going to make of our lives, then work hard toward that goal, we never lose – somehow we win out.”

– Ronald Reagan



The Mentoring Connection

Confidentiality and Trust in the Mentoring Partnership

Confidential – adjective

1. Indicating private intimacy, inclined to impart confidences, confiding
2. Spoken or written in confidence, not intended for public knowledge
3. Enjoying another's confidence; entrusted with secrets; charged with a secret task.



Trust – noun

1. Faith or confidence in the loyalty, strength, veracity, etc., of a person or thing
2. Confident expectation
3. The state or condition of being entrusted with something.

The definitions for each of these words extend over numerous columns of the Fifth Edition of the *Shorter Oxford English Dictionary*. It is powerful to note, however, that within each of the definitions offered for one word, the other appears in some form. It is not that these terms are interchangeable. It is that they are invariably interrelated. So it goes in terms of trust and confidentiality within the mentoring partnership.

Confidentiality within the mentoring relationship can be a sticky issue, one which is not easily raised and when misunderstood or never discussed, can completely undermine trust within the partnership. It is vital that the mentor and mentoree candidly discuss and agree on every aspect of confidentiality. Creating a clear understanding about what confidentiality means requires that both parties arrive at a consensus for what *is* and *is not* confidential.



A simple free association exercise can clarify expectations. The mentor and mentoree individually write down words they associate with the word *confidentiality*, generating a list that can serve as a basis for discussion. From this list, mutual agreement regarding the expectations of confidentiality can be reached through candid, thoughtful discussion based upon each person's perceptions. Once these boundaries have been established, they can never be broken without also breaking the bond of trust so inherent in such an understanding of confidentiality.



Trust is a quality that is built over time. By establishing the guidelines and boundaries of confidentiality within the relationship as a first step to creating trust, and actively following through, the mentoring partnership will flourish in a realm of trust that will benefit everyone.



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