

# The Training Connection

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THE TRAINING CONNECTION, INC.

*Strengthening the Connection Between Employee Development and Organizational Effectiveness*

## *Delegating Without Fear*

**Y**ou don't have to be afraid of delegating work to others if you follow these principles.

### **Make Appropriate Assignments –**

You know the capabilities of each of your associates. When you plan their assignments, consider which person can do which job most effectively and efficiently.

### **Making Sure That Your Instructions Are**

**Understood –** After you give detailed instructions to one of your team members your usual question is, "Do you understand?" and their usual answer is "Yes." But do they really understand? **Maybe or maybe not!** Or maybe that person just thinks they understand and they don't or are too embarrassed to say they don't.

Rather than ask "Do you understand?" ask "What are you going to do?" or "How do you plan on accomplishing this task?" Listen to their response and make sure your assignment has been understood.

### **Making Sure That Your Instructions Are**

**Accepted –** Your instructions must not only be understood but also accepted by your team member.

*Continued on page three - Delegating*



*'Strategic thinking is like making a movie'*

## *Forecasting For Growth*

**T**o be effective as a leader, you must develop skills in strategic thinking. Strategic thinking is a process whereby you learn how to make your business vision a reality by developing your abilities in team work, problem solving, and critical thinking. It is also a tool to help you confront change, plan for and make transitions, and envision new possibilities and opportunities.

Strategic thinking is like making a movie. Every movie has a context (or story) which it uses to get you to experience a certain outcome (an emotion, in this case) at the end of the movie. Strategic thinking is much the same in that it requires you to envision the ideal outcome for your business and then work backwards by focusing on the story of HOW you will be able to reach your vision.

As you develop a strategic vision for your business, there are five different criteria that you should focus on. These five criteria will help you define your ideal outcome. In addition, they will help you establish and develop the steps necessary to make your business vision a reality.

The following is a list of the five criteria of the strategic thinking process:

**Organization –** The organization of your business involves the people you will have working for you, the organizational structure of your business, and the resources necessary to make it all work. What will your organization look like? What type of structure will support your vision? How will you combine people, resources, and structure to achieve your ideal outcome?

*Continued on page two - Growth*

## **Inside This Issue**

1. *Delegating Without Fear*
1. *Forecasting For Growth*
2. *DISC: Train the Trainer Program*
3. *One Minute Ideas*
4. *The Mentoring Connection*

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*Continued from page one - Growth*

**Observation** – When you are looking down at the world from an airplane, you can see much more than when you are on the ground.

Strategic thinking is much the same in that it allows you to see things from "higher up." By increasing your powers of observation, you will begin to become more aware of what motivates people, how to solve problems more effectively, and how to distinguish between alternatives.

**Views** – Views are simply different ways of thinking about something. In strategic thinking, there are four viewpoints to take into consideration when forming your business strategy: the environmental view; the marketplace view; the project view; and the measurement view. Views can be used as tools to help you think about outcomes, identify critical elements and adjust your actions to achieve your ideal position.

**Driving Forces** – What are the driving forces that will make your ideal outcome a reality? What is your company's vision and mission? Driving forces usually lay the foundation for what you want people to focus on in your business (i.e., what you will use to motivate others to perform). Examples of driving forces might include: individual and organizational incentives; empowerment and alignment; qualitative factors such as a defined vision, values, and goals; productive factors like a mission or function; quantitative factors such as results or experience; and others such as commitment, coherent action, effectiveness, productivity, and value.

**Ideal Position** – After working through the first four phases of the strategic thinking process, you should be able to define your ideal position. Your ideal position outline should include: the conditions you have found to be necessary if your business is to be productive; the niche in the marketplace that your business will fill; any opportunities that may exist either currently or in the future for your business; the core competencies or skills required in your business; and the strategies and tactics you will use to pull it all together.

By working through these five areas, you will begin to get a clearer picture of exactly how your business vision can be accomplished. As your vision becomes more focused, your ideas will appear stronger and more credible. Not only will it be easier to convince others that your idea is a good one, *next column* –

it will also be easier to maintain your own conviction and motivation when you reach any pitfalls or obstacles in the road.

Overall, you can apply strategic thinking skills to any area of your life. But by making a concerted effort to apply them specifically to your business venture, you will have a much better chance of bringing your vision to life. And isn't that what you want?



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***We could learn a lot from crayons: some are sharp, some are pretty, some are dull, some have weird names, and all are different colors, but they all exist very nicely in the same box.***

— Author unknown

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## ***DISC: Train the Trainer*** **(November 8-10, 2004 at Airlie)**

**A**re you looking to develop your expertise in the use of the DISC behavioral assessment tool? If the answer is yes, please join Kathy Wentworth Drahosz for a Train the Trainer program full of tips and techniques as well as practical (and fun) application strategies!

In addition, Kathy has incorporated several wellness activities including: an exercise class, nature walk and guided meditation. What's more you will have a chance to network with several DISC practitioners who are currently using DISC in their classes. It's a great opportunity to share success stories and lessons learned.



DISC Train the Trainer at Airlie offers a chance to develop your expertise with DISC while also enjoying a relaxing, rejuvenating environment and experience.

Visit our website at [www.thetrainingconnection.com](http://www.thetrainingconnection.com) for more details or contact Kathy Drahosz at (703) 551-0734.

*For information on 'The DISC Method' please read the article on page 4.*

Continued from page two - *Delegating*

To gain acceptance, let your team member know the importance of the work and give him/her a chance to respond to whether or not they can get it done within the allotted time.

**Setting Control Points** – A control point is a spot in a project at which you stop, examine work that has been completed, and, if errors have been made, correct them. This way you can catch errors early in the project, make adjustments, and avoid any major challenges later.

You can also make sure that the project will be completed by the deadline. A control point is not a surprise inspection. A team member knows exactly when each control point is established and what should be accomplished by then.

**Providing The Tools And Authority To Get The Job Done** – You can't do a job without the proper tools and/or authority to get it done. Providing equipment, computer time, tools, and access to resources is an obvious step, but giving authority is another story.



Many managers are reluctant to give up any of their authority. If a job is to be done without your micro-management, you must give the people doing the job the power to make decisions.

Give people enough authority to get the job done right. If they need supplies or materials, give them a budget so that they can order what they need without having to ask for your approval for every purchase. If the project requires overtime give them the authority to make that decision and avoid the work getting slowed down in your absence.

When delegating, team members almost always have questions, seek advice, and/or need your help. Be there for them, but don't let them throw the project back at you. Let them know that you are there to help, support, and advise, but not to do the project.

**Happy Delegating!**

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## *Zip and You're Done*

The next time you need a zip code before sending off a letter visit this site. Punch in the street address, city and state and almost instantly you have the zip + 4 code necessary. Sure is a change from waiting in lines at the post office. Check it out –

[www.usps.gov](http://www.usps.gov)

THE JOKE'S ON YOU by Phil Ryder & YOU



**"That depends. If you are pouring it, it's half full. If you are drinking it, it's half empty."**

- Tracy Gillespie + Elmira, Ontario, Canada

## *Spot that E-Mail Virus*

In case your anti-virus program doesn't catch every E-Mail based Internet worm, try the following tip to be warned if you are infected: Add a fake E-Mail address in your address book and name it with an obvious name (ex: !viralalert!) If you get infected, the message sent by the worm to that invalid E-Mail account will bounce back to you and you'll see the bounced message warning.

**The Training Connection**



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Mentors and mentorees will bring unique experiences and personalities into a mentoring partnership. A vital aspect to successful mentoring is the ability to identify a person's behavioral style and understanding how that style will affect the mentoring relationship. Mentors and mentorees are best served to enter the relationship respecting the differences they bring to the table and learn how to benefit from those differences. The DISC method is a popular communication model that is used to better understand these differences (Bonnstetter, 1993) by measuring the level of intensity a person brings to each of four core areas of behavior:

**D:** How one approaches problems and challenges.

**I:** How one interacts with and influences people.

**S:** How one responds to change and levels of activity.

**C:** How one responds to rules and regulations.

Understanding DISC can provide tangible and beneficial insight for the mentoree, and can give mentors a more accurate foundation for providing feedback and suggesting developmental assignments and training opportunities.

### DISC UNIVERSAL PRINCIPLES

Behavior is observable, and can be predicted.

Each person has a "core" behavioral style.

If overextended, a person's strength may appear to be a weakness.

### UNDERSTANDING THE DISC CORE STYLES

**Driver (D): How one approaches problems and challenges.**

People high in the "D" dimension tend to be bold, courageous and daring. They are demanding, aggressive problem solvers, often have an intense sense of urgency, and are generally pioneering in their way of approaching and solving problems. In their relationships, high Ds are direct, straightforward and blunt. *Next column –*

With this unconquerable personality, they can also be quick to anger and have a short fuse. On the opposite end of the spectrum, low Core D personalities tend to work in an organized environment using traditional procedures, prefer limited authority, and pursue a calculated approach to problem solving. These individuals tend to be slow to anger.

In a mentoring relationship there are key things a mentor can do to ensure a productive relationship.

**For example, when mentoring someone with High D characteristics:**

Focus on the end result

Give them control over their destiny

Move quickly, use gestures to demonstrate intensity

Link feedback to results

**Influencer (I): How one interacts with and influences people.**

High "I" traits represent your classic "people person." They want to be liked and like just about everybody they meet, even the difficult people. They possess the "gift of gab" and can easily convince others to their way of thinking. High I's tend to be incredibly optimistic, finding the best in others and the positive in just about any situation. They are people oriented, energetic, charismatic and outgoing, open to new ideas, and very well equipped to influence others. They rely on a sense of optimism and are highly trusting. Conversely, low I's tend to be discreet in their interaction with others, persuade others with facts and data, maintain a low level of trust, and generally prefer to work alone. Low I's can be pessimistic and lean toward the premise that they must be convinced before they will trust.

**When mentoring someone with High I characteristics:**

Discuss their goals and success stories

Ask for their opinion

*Continued on page 5 – The DISC Method*

*Continued from page 4 – The DISC Method*

Stimulate them, keep conversations energetic and positive

Introduce them to new people

**Steadiness (S): How one responds to change and levels of activity.**

Individuals with a strong “S” dimension are easygoing, laid back and relaxed. They place significant value on harmony and maintaining a sense of stability. High S’s are loyal team players and have a strong need to finish what they start. They are logical thinkers who possess the ability to bring lofty ideas back to the realm of the reality. These individuals tend to not show emotion and can be perceived as non-emotional. Low S’s, on the other hand, are fast paced and impatient, adaptable to change, very spontaneous, multifaceted, and tend toward variety in the workplace. Unlike their counterpart high S’s, they are emotional and easy to read, often “wearing their hearts on their sleeves.”

**When mentoring someone with High S characteristics:**

Give them time to think things through

Present your case logically

Ask questions to draw them out

Provide personal assurances

**Compliance (C): How one responds to rules and regulations.**

High C people place great value on quality and “doing it right the first time.” They have tremendous respect for precise rules and regulations, are meticulous with details, maintain high standards emphasizing quality over quantity, and tend to be orderly and well disciplined.

*Continued on next column –*

They prefer a safe work environment and will use highly proven methods long before establishing a new procedure to solve a common problem. High C’s are also intuitive and are skilled at asking questions whose answers provide important and complete data. With this staunchly methodical and rules-driven means of accomplishment, High C’s can also be a bit fearful and their reliance on rules and regulations precludes innovation. In contrast, low C’s demonstrate a commitment to independence, are bold risk takers, and believe that the fewer rules there are to follow the better. They are fearless and will break the rules, but will expect forgiveness if the risks they have taken to not prove worthwhile.

**When mentoring someone with High C characteristics:**

Be specific and detail oriented

Consider all sides of the issue

Value their high standards, quality over quantity

Be diplomatic

Understanding these different behavioral attributes is vital to mentoring success. Using the DISC method, mentors can determine the nature and style of the mentorees with whom they are partnered. From this knowledge, the mentor will be much better equipped to focus the mentoring partnership through activities that play to the mentoree’s strengths or strategically address any apparent weakness in a manner that is both beneficial and easily understood. The DISC method effectively unlocks the power to assess and capitalize upon personality differences within the mentoring partnership. In turn, the relationship is allowed to flourish with the knowledge of these differences that helps to shape the recommended actions and activities for self-improvement.



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