



## MAKING MONEY - MAKING A DIFFERENCE

### TTI PERFORMANCE SYSTEMS, LTD

## Are teams really effective?

One of the most common examples of team effectiveness can be seen on a cool day in the fall. As you look up into the sky, you can see a flock of geese embarking on their southern sojourn. The "V" formation that they fly in as a group actually benefits each individual bird. As each goose flaps its wings, it creates an updraft for the bird immediately behind it. By flying in a "V" formation, the entire flock can fly 71% farther than each member of the flock could alone.

When the lead goose gets tired, he or she rotates back into the "V" and another goose flies the point. The geese honking from behind are believed to be cheering the point goose to keep going and to maintain speed. If a goose falls out of formation from weakness or wounds, two other geese will follow to help and provide protection. They will stay until the goose is either able to fly again or dies. Then they set out on their own to catch up with the original flock or find another formation.

People have the same advantage when they are a part of a winning team. On any given day the strong take over the leadership while others, perhaps those who have already made major contributions or who are not feeling well, take a rest. The momentum of the team keeps a project going so the probability of success is enhanced. Their collective power is much greater than that of any one individual.

Excerpt from Executive Leadership, RAC - SA

### Motivational Quote

*You cannot build a better world without improving the individuals. To that end, each of us must work for (our) own improvement.* Marie Curie



Ok team, I'll take lead first!

## Do you focus on retaining staff?

Yesterday's employee perks are today's standard fare. Therefore, it's essential that you offer your best workers more of what they want to keep them happy and on board.

Take this quiz to rate your retention savvy:

**1. Another firm wants** your top employee. You should:

- a. Remind employees that your firm offers many perks not available elsewhere.
- b. Match or beat the other company's offer.
- c. Create your own retention program that will accommodate your employees' needs—now and later.

**2. Sarah has worked** long hours and weekends all month—sacrificing her family time—and you want to show her your appreciation. You decide to:

- a. Send her and her family to a local amusement park.
- b. Present her with the "Employee of the Month" award.
- c. Give her a bonus.

**3. You need more** incentives for employees to stay. Aside from monetary perks, you offer:

- a. Flex-time for work/life balance.
- b. Progressive retirement plans.
- c. Stock option plans.

**4. Staff members seem** restless, and you want to offer them better perks to stay. However, you're not sure what they really want. Your best bet is to survey employees now. If you wait for upper management's approval, you may lose valuable workers.

- a. True.
- b. False.

**Answers:** **1.** c, start a retention program now to continuously monitor what employees need most. **2.** b, thank Sarah for the time she "borrowed" from her family to help your firm. **3.** a, do what you can to help employees balance work and family. **4.** False. *Reason:* If you promise workers anything that top management doesn't support, failing to deliver will surely drive them away.

Source: *Manager's Legal Bulletin*, Alexander Hamilton Institute Inc., 70 Hilltop Road, Ramsey, NJ 07446.

## The Silent Side of Communicating

Whether negotiating the biggest deal of your career, coaching your team, or describing a project, keep your ears open. Otherwise, you may talk yourself right out of the room.

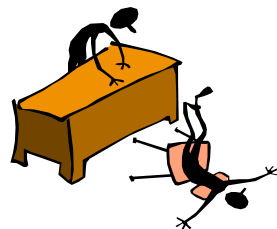
*To be a better listener:*

- **Try not** to judge. Even if you disagree with what's being said or the way it's presented, resist planning a rebuttal. Focus on understanding the message, not critiquing the messenger.
  - **Commit your** full attention as soon as the other person starts to speak, not just when you hear a word or phrase that interests you.
  - **Do whatever** it takes to limit distractions. *Examples:* Suspend incoming phone calls, remove unnecessary papers from your desktop, or meet in a neutral area, such as a conference room.
- Tip:* If you're entering a room, ask the speaker to wait until you're both comfortable to start the conversation. In addition, extend the same courtesy when someone comes to your office.

*Source: Negotiate Like the Pros*, by John Patrick Dolan, Berkley Publishing Group, 200 Madison Ave., New York, NY 10016.

### Deciding where to sit

You enter a room to attend a meeting. Two seats are empty. One would put you on the same side of the table as your opponents and your boss. The other would put you across from them. Which do you head for? *Suggestions:*



- **Think opposite.** The power positions are *opposite* your competition or chief decision maker. Don't sit on the same side of the table or next to someone you want to influence. *Reasons:* You can't make appropriate eye contact. You also nullify the benefit of facial and hand gestures. It doesn't matter if the table is square, rectangular, oval, or round. Sit opposite.
- **Consider table "weight."** If there's too much contention on one side of the table — you and your opponent — table weight is unbalanced. The meeting leader may silence your side of the table just to get the other side involved. In addition, you may lose some opportunities to press your points.

### What to wear

You're about to dress for that important presentation. However, you don't know much about the culture of the audience or the organization. You don't want to overdress or underdress. To avoid a needless and possibly embarrassing blunder:

- **Check the** organization's culture before your presentation. Culture varies from audience to audience, even in the same organization. Secretaries probably know. Your contact *should* know. However, don't bet on it. Get a couple of opinions.
- **Visit with** your audience beforehand, if you can, and check for yourself.

*Guideline:* It's not important that the audience thinks you're a snappy dresser. It *is* important that the audience thinks you're one of *them*. Shed cherished self-images. Be a chameleon. Dress like your audience. If in doubt, overdress. It's easier to shed unnecessary articles "offstage" or even in the parking lot than it is to borrow a tie or scarf when you arrive.

## Recognizing Workers Needs

Successful managers create work environments where employees can contribute according to their individual talents. However, to get the most from those talents, you'd better check employees' hot buttons first.

Learning what employees need from you will help you bring out their best for the organization. So, be sure to address these four categories of employee needs and use their complementary management styles:

- **Employees with security** needs are likely to seek assurances, play it safe, prefer clear instruction, and stay within a job's set description.

*Your management style:* Encourage risk taking from these workers by telling them about company successes. Avoid surprises about change, and offer constant feedback.

- **Those with achievement** needs are likely to show initiative and set personal goals, work well alone, take pride in a good job, and demand recognition for their good work.

*Your management style:* Include them when defining work goals, give them sufficient resources, show them the outcome of their work and encourage professional growth opportunities.

- **Staff members with acceptance** needs are likely to say "Yes" to requests too often, compromise frequently, and socialize often during work hours.

*Your management style:* Praise them frequently, monitor their workload, and assign them to specific team projects.

- **Workers with control** and power needs are likely to value status symbols—a window office, for example—seek leadership roles, associate with influential groups, and embrace office politics.

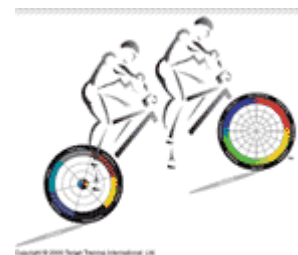
*Your management style:* Hold them responsible for the results generated by people and resources they tap, include them in organization-wide projects, and provide as much access as possible to the organization's decision makers. And that includes you.

*Suggestion:* View employees' needs as opportunities to get the most from their efforts—not as extra effort on your part. You'll benefit and so will the organization—something your boss is sure to notice.

*Source: Managing People*, by Jane Churchouse and Chris Churchouse, Gower Publishing Ltd., Gower House, Croft Road, Aldershot, Hampshire, GU1 3HR, UK.

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### Making Money - Making A Difference

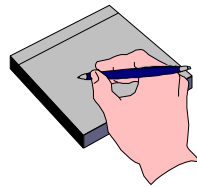
## Why is taking the consequences for something "facing the music"?

This expression almost sounds like the name of a quiz show, but what it describes is hardly entertaining. When you face the music, you've either done something wrong and now have to "pay" for it, or you've made a tough decision that will result in some negative consequences for you. Either way, you're not headed for an evening of dining and dancing.

The phrase originates in a military tradition. You've probably seen a soldier in the movies "drummed out" of the service. He's done something dishonorable, so he's stripped of his rank and has to pass through columns of other soldiers who may look away from him while drum beats mark his passage through the ranks. The drums are the music he's facing and the source of the phrase.

(Source: WHY YOU SAY IT by Webb Garrison)

## Can you start a memo right?



Rate your ability to seize and hold the attention of those who receive your memos by picking the best opening statement:

1. "Kevin Donaldson and I recommend that we cancel the Carstairs account."
2. "Kevin Donaldson and I met yesterday to discuss the Carstairs account."
3. "Kevin Donaldson and I recommend that we cancel the Carstairs account for these reasons:"
4. "I've been asked to reply to your request for more information on the Carstairs account."
5. "You'll be glad to know that we finally got the results on the Carstairs account."

**Suggested answer:** Your memos will rivet readers if the first line includes at least one of the three R's: *Recommends* an action, choice, etc., *requests* that someone act, or *reveals* information.

Both 1 and 3 recommend, but 3 is better because it includes "for these reasons"—a phrase that explains "Why," which urges people to keep reading. All the others are too vague. In addition, although some reveal information, such as "met yesterday" and "finally got results," the information lacks specifics.

## Gaining management support

You want the best way to present your ideas to your management group — including the boss. Others failed because they seemed unprepared or didn't know what to expect. *To avoid that quagmire:*

- **Seek support** from all decision-makers before the meeting. Nevertheless, at the meeting, pitch your ideas to the top decision-maker present.
- **Make sure** your proposal conforms to company policy and goals.
- **Show that** your plan is more efficient and economical than others.
- **Paint a picture** that shows how your plan will make the groups look good.

## One Minute Ideas



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**Ask employees to** tell you about any body language habits you have that create confusion or hurt morale. You may not realize what you're doing unless they tell you.

*Source: Management Mess-Ups, by Mark Eppler, Career Press, 3 Tice Road, Franklin Lakes, NJ 07417.*

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### A priority setting plan

Manage your time better by dividing tasks into four categories:

1. **Direct value.** High priorities: making a sale, presenting to your staff, writing a report.
2. **Indirect value.** What pays off later: learning new skills, setting goals.
3. **Necessary nonvalue.** Things you must do that have no value for you: filling out government forms, taking many phone calls.
4. **Unnecessary nonvalue.** These include things such as writing routine reports that co-workers no longer read.

### How to categorize:

- **Log your** daily activities for at least one week. Review what you did and classify each activity according to the value definitions.
- **List the** most important internal and external customers who should get most of your attention. Then compare your list and your log.
- **Determine how** much high-value work you think you're doing for your most important customers.
- **Ask those** customers to tell you which of your activities they consider to have the highest value for them.
- **Use what** you learn to plan your days, weeks, and months around the high-value activities those customers have identified.

*Source: Larry Hart, writing in Atlanta Business Chronicle, 1801 Peachtree St., Atlanta, GA 30309.*



## Sales - Closing Tips

### Body language that means it's time to close

Professional closers wait until their customers are "hot." Then, when the timing's right, they strike, and the customer willingly agrees to buy. *Suggestion:* It's time to close when the customer:

- **Nibbles** or bites at his lip.
- **Stares** away with a thoughtful – not a blank – expression.
- **Looks** continuously from the sales material to the salesperson.
- **Asks** "What if..." questions.
- **Repeats** a question he asked before.

-*One On One*, Ian Seymour. Pelican, P.O. Box 3110, Gretna, LA 70054.



### Closing lessons from a waiter

To improve your closing technique, go to a busy restaurant for lunch or dinner. Notice how your waiter acts. He or she fearlessly asks for your order:

- "What would you like?"
- "Would you care for a drink?"
- "Are you ready to order?"

In a straightforward manner, busy waiters ask for and receive your business. However, what would happen if they hesitated, explaining every item in detail but never asking you to decide? It would needlessly drag out the transaction – and possibly drive you away.

*Remember:* Prospects want to be led by your requests and suggestions – just like restaurant patrons expect the waiter to take the lead.

-*How To Sell More In Less Time With No Rejection*, Volume 2, Art Sobczak. Business By Phone, 13254 Stevens St., Omaha, NE 68137.

### Making Money - Making A Difference

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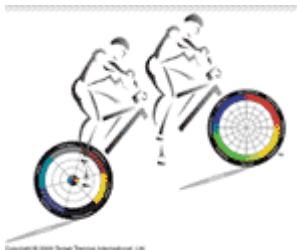
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