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The Key

February 15, 2010

In This Issue

- » Letter from the Editor
 - » Insaporire - A Recipe for Success
 - » 2010 Training Predictions
 - » And Now, Something Completely Different
-
- » [The Key Archives](#)

Letter from the Editor

Those who know me know that I am impressed with the talent that lies within people. Whether you're a finish carpenter who can transform lumber into a work of art, an auto mechanic who can troubleshoot and cast out whatever demon lurks within my wife's car, or an author whose turn of a phrase changes words to music to my mind, I appreciate talent.

I am especially amazed at those who take ordinary performance to the next level, not because of some natural talent, but through the discipline that comes from ongoing re-evaluation and improvement.

I just saw the movie Julie & Julia with Meryl Streep acting as that famous cook, Julia Child. While Meryl Streep's amazing performance is an example of the improvement that comes through dedication that I'm talking about, the true story is Julia Child who, born in Paris, decides to learn how to cook in the French style. She does so with flourish and - to my point - discipline and dedication, learning from mistakes and overcoming significant obstacles including language barriers and discrimination (French chefs were primarily male in the late '40s).

It is what Julia does after learning how to cook that is truly inspirational. She brings fine French cooking into American households, first through friends and then through various media. Through her 734-page best-selling cookbook, *Mastering the Art of French Cooking*, to her televised cooking shows, hundreds of thousands of us learned the secrets of the art of fine cooking through Julia.

Learner - teacher. What have YOU learned that could benefit others? As learners, we change ourselves; as teachers, we change the world!

Terence R. Traut
President

Insaporire - A Recipe for Success

There are several points that I'd like to make in this article and each requires interwoven stories, so please bear with me.

Last year, my wife and I were dining at Cookie and Ted's home. Ted's a good cook, but Cookie is a gourmet! We LOVE being invited to test out a new recipe, as was the case this night. After a delicious Italian dinner, Cookie states that the recipe came from Marcella Hazan, the "Julia Child of Italian cooking." Cookie knew that I was going on a trip with my sisters to Longboat Key, FL and also knew that Marcella Hazan and husband Victor lived in Longboat Key; Cookie laughed and said, "You should stop in and tell her how much you liked her dinner tonight!"

So I did.

I consulted the oracle (Google) and found Marcella's address in Longboat Key and wrote to her and Victor, thanking her for a wonderful meal - as prepared by Cookie - and wanted to know if I could thank her in person by taking her and Victor out to dinner. After a couple of weeks - with hope rapidly fading - I received a reply in the mail stating, "We'd love to dine with you and your sisters."

Cookie about fainted. Here, a mere mortal was going to be rubbing elbows with a true cooking goddess. Cookie asked me to carry her cookbook to get Marcella to sign, which I did. Here's a picture of me,



my sisters, and Marcella and Victor Hazan after a fine meal and great conversation.

Point #1: Ask. They may say yes.

Marcella Hazan, considered by chefs and fellow food writers to be one of the foremost authorities on Italian cuisine, was not a born culinary artist; in fact, she never cooked before she married! Having moved from Italy to New York City, Marcella was faced with trying to reproduce the same flavors she grew up with - many times without access to the same ingredients she had in Italy. The result - Italian cooking for Americans.

Point #2: Make do. Don't let what you can't do interfere with what you CAN do!

Marcella is best known for remaining true to traditional Italian cooking, preparing food by hand rather than by machine, and prefers the stovetop over the oven so the cook can engage more fully with the food. Perhaps due to her doctorate in natural sciences and biology, Marcella is intensely interested in *insaporire*.

Insaporire, from the Latin meaning tasty, is the extraction and building of flavor. While it is more of an ultimate goal than a specific technique, *insaporire* is a direction to coax flavor out of whatever you are preparing. Examples of *insaporire* would be selecting a proper dressing (lemon/oil/caper/anise), or the method of frying (heat/oil/butter/covered/etc.), or the order in which ingredients are prepared. *Insaporire* is singeing meats



for char, or glazing fruit for caramelization, or recognizing a fruit's peak ripeness, or plunging vegetables into cold water to arrest the cooking process and retain their texture. In short, *insaporire* is using everything you know and have access to in order to make a dish taste as good as it can.



The Big Point: In order to get the most from a team (or a dish), we need to pay attention to every individual (ingredient).

Like ingredients, each team member brings its own unique "flavor" that, if coaxed out, can significantly and positively impact the flavor and performance of the team.

If we as trainers and managers want to impact the performance of a team, we need to practice *insaporire* and find the techniques that work with each individual member of the team.

While there's effort to this technique - focusing on the individual as much as the team - the difference is as significant as the difference between a gourmet dinner prepared by a true chef and a can of Spaghettios.



2010 Training Predictions

Bersin and Associates is - in my estimation - THE organization producing valuable, useful research of particular interest to us in training and development, performance and talent management, and HR. While they tend to focus a lot on learning management systems, it's not at the exclusion of other important topics.

Their annual predictions tend to be right on target and, while I encourage you to visit their website and download the complimentary 35-page report yourself, I'll highlight a few of the more relevant trends and predictions from their report, Enterprise Learning and Talent Management 2010. (For your copy, go to <http://www.berstin.com/Lib/Rs/Details.aspx?Docid=103311789>.)

Prediction: High-Impact Leadership Development Programs Will Focus on First-Line Management



According to Bersin's report:

One of the disturbing trends we continue to see is the struggle by organizations to build leadership, coaching and management skills among first-line managers. In fact, our research continues to show that HR leaders rate their first-line managers as their "least ready" workgroup in the company, even less capable than their entry-level employees.

Citing the fact that many managers and supervisors still "do not honor or understand their roles as managers," Bersin explains that this may be because "most supervisors and first-line managers learned how to manage from another manager. If a strong development program is not in place, people are 'learning how to lead' by chance."

And theirs is not an insignificant responsibility. Like Bersin, we believe that:

...first-line managers typically "run" the operation. They are the ones who engage, align and incent all employees to succeed. In customer-facing roles, first-line managers (e.g., store managers, customer service managers) often leverage millions of dollars of revenue and customer satisfaction.

Bersin predicts, therefore, that in 2010, organizations will "rethink their leadership development investments and take the time, money, and resources to rebuild first-line management programs."

Bersin cites quantitative studies that illustrate the tremendous impact investments in supervisor development can have on turnover, employee engagement, customer satisfaction, and revenue. Our own experiences in developing customized supervisor and management development programs mirrors the evidence offered by Bersin. Vance Tang, Americas President of KONE, Inc. states:



I would like to take the opportunity to thank you and the Entelechy team for your support in the advancement of our people leadership at KONE Americas. Your help in the design, development, piloting and delivery of the Supervisor Development Program as well as the reinforcement activities have become a benchmark for training and performance initiatives at KONE Inc.

From the beginning, it was clear that Entelechy was interested in our success, garnering involvement and support of KONE's leadership team as well as involvement and buy-in at the grassroots level through interviews and ride-alongs with our Front Line Supervisors. It was also clear that this was going to be KONE's management program - one that addressed our unique needs and environment.

The quality of the training materials are outstanding and The Management Action Plan (MAP) ensures that participants leave training with specific on-the-job application of the skills learned; the MAP also allows our managers to follow-up directly with the attending supervisors to ensure that skills are being applied. The Job Aid booklet is a great tool that participants can carry with them on the job as a refresher of the key skills and concepts covered in the training.

Entelechy's professional trainers did an excellent job. Their knowledge of KONE, of the supervisors' jobs, and of the content created a "perfect storm" in which people became engaged and open to learning.

The Management Reinforcement session provided our leaders with the tools and activities they needed to reinforce the training. And the web-based Coaching Refresher you created has proven invaluable in taking the message forward.

Finally, working with KONE Global Training and Development partners enabled the program to be used throughout other areas of the world, maximizing our investment in this training.

You've proven to be a great performance partner and have set a new standard for our training vendors. In all my years I have never experienced a training program that received such universal praise and support. I look forward to future opportunities to partner together.

Editor - My prediction for 2010: If you want a truly customized front-line manager and supervisor development program - one that will transform your organization - you'll partner with the company that's been doing it for 18 years - Entelechy, Inc.

Prediction: L&D Practitioners and Leaders Will Start to Learn New Disciplines

Bersin predicts more learning opportunities - actually learning DEMANDS - of us, the training professionals. They believe that "today's modern training programs demand new skills in the L&D organization. These new disciplines do not replace traditional instructional design - rather they are complementary." According to Bersin, the top five disciplines needed include:

1. Information architecture;
2. Knowledge management;
3. Rich media design;
4. Analytics; and,
5. Performance consulting.



In short, in addition to designing and developing great training, you will increasingly be called on to help manage the growing volume of content already in your organization and provide it in a way that employees can easily access and use it. You'll need to leverage available technology - wiki, video, e-learning, web-based learning, etc. - to decrease the learning curve and increase the retention and application of knowledge and skills. You'll need to look beyond training to performance - ensuring that what you build is used on the job; and you'll use business intelligence and analytics to ensure that what's being used on the job will drive the business results your company is looking for.

Bersin states that, "it is important to realize that these disciplines are actually new to L&D. Some of these competencies may reside in your IT department; some may not exist at all."

Editor - Since our inception in 1992, Entelechy has always focused on creating customized programs that drive our clients' businesses. We begin and end with your business goals and create a solution that helps your employees meet business goals. Sometimes that solution is training; sometimes that solution is structured documentation that is easier to access and use. (We just completed, for example, an 18-month project helping a large HMO restructure its information access capabilities - and managing the rewriting of thousands of pages of documentation that customer service reps relied on to do their work.) Sometimes that solution includes rich media. (We are currently wrapping up a project that uses green-screen video technology to create a highly engaging "edu-marketing" software application training - cool stuff!)

Prediction: Innovation, Engagement, and Diversity Will Become "Hard Disciplines" in Many Companies

This one we've heard over and over again. Companies are using the recession to rethink their core strategies. Many are looking to innovation as the way to break away from the pack as the recession releases pent up demand. Like a bubble ready to burst, tomorrow's leaders are building an innovation head of steam today.

That innovation will come from employees. But only if the employees are engaged, differences not just recognized but leveraged, and innovation encouraged and guided throughout the organization.

Bersin predicts that in 2010 "most companies are going to spend time rethinking and refocusing on engagement - because as the economy starts to grow, people will rethink where they want to work based on how they felt they were recently treated."



Additionally, Bersin feels that innovation will quickly emerge as THE hot topic in 2010:

During a downturn, companies naturally focus on employee performance, productivity and cost-reduction. But this energy rapidly goes away as markets grow. (I remember quite well the way companies behaved during the last three recoveries - suddenly overnight, CEOs and business leaders worry about market-share growth, competitive positioning and product leadership again.)

All businesses thrive through continuous innovation. The U.S. auto makers, for example, are now laser-focused on their products again. Microsoft will likely retake its prior market growth simply because the company is launching a major new series of products in 2010. This story goes on across all industries. The difficult issue for these companies is not whether innovation is important but, rather, how they can build talent programs, cultures, leadership and systems that encourage and drive innovation.

Innovation is created through various forms of collaboration, performance management, engagement, and a culture of learning and sharing. This culture can be initiated by the HR or L&D organization, but is realized at the front-line, through supervisors and managers who are encouraging innovation, fostering collaboration, and championing their employees - and their innovative ideas.

Editor - Having worked with innovation thought leaders such as Clayton Christensen, Tom Davenport, Peter Sheahan, and Tom Peters, we've been able to leverage their theories into practice as Entelechy develops customized programs for supervisors and managers.

For more information about the other nine predictions Bersin makes for 2010, check out their complimentary report. To help you and your organization get ready for this brave new world, please contact Terry directly at ttraut@unlockit.com. One of our staff will work with you to formulate a performance strategy that will ensure your company will emerge as a 2010 success story!

And Now, Something Completely Different

Marcella Hazan's Lemon Chicken

The best, juiciest roasted chicken in the world! Ingredients: one whole chicken, two small lemons, salt, and pepper. That's it! The secret is in the lemon and in tying the bird. Do a Google search for preparation techniques.



Entelechy's Coaching Newsletter

Don't forget that Entelechy has TWO websites and newsletters. Check out our Coaching for Talent Development and Employee Engagement website at www.coachyouremployees.com where you can sign up for our free, valuable newsletter focused on coaching.



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