



The PTP Navigator

Creating Work Environments Where Talent, Energy, and Commitment Merge

Directions
for Business
Success

Highlights:

- Inscape introduces the NEW “**Everything DiSC**” Facilitation System
- Free 15-day Demo of “**Essentials of Communicating**” online management training
- **Number Skills** improves number accuracy and speed
- Guest columnist, Chris Holmberg, discusses **The Leadership Trap**
- **Case Study: Virtual Training of DiSC**
- “**Leading Successful Projects**” teaches project management skills

Dee Clarke Honored at Vital Learning Conference



Melodi, Dee, and Dave Erdman, President of Vital Learning

For the second year in a row, Dee Clarke was honored at the Vital Learning Leadership Conference (this year held in October, 2004, in Las Vegas) as the Vital Learning Affiliate who has created the largest client sale from a Vital lead.

Melodi Szymczak, Director of Business Development says, “Dee earns this award because she truly listens to her customers and helps them create positive solutions based on their specific needs. She has also been very helpful in consulting with us as we have updated our Supervisions Series and introduced our new Project Management training course. We are delighted to recognize her as a valued member of our Vital Affiliate team.”

Vital Learning is an international publisher of training materials in print, online and Spanish-speaking formats.

Training topics include management/supervision; customer service, sales, and basic productivity skill development.

The Next DiSC Train-The-Trainer is January 26-27!

- Learn the DiSC model and the various DiSC learning resources that are available
- Learn to deliver DiSC workshops/coaching to your employees/clients
- Learn how to utilize the DiSC Insight Modules to meet your organizational objectives

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Our popular 2-day DiSC Train-the-Trainer sessions will continue again in 2005. The Everything DiSC Facilitation System will now be incorporated into these seminars.

DATES:
January 26-27, 2005 in Fort Myers, FL
June 8-9, 2005 and
October 18-19, 2005, both in Minneapolis, MN

If you are interested in bringing this seminar to your city, please contact Judy Zitzloff, Master Trainer at 952-473-3632 or judy@pathways-to-performance.com
For a complete description, please visit our website at http://www.pathways-to-performance.com/disc_classroom_train_the_trainer.htm

Prefer not to travel? Consider our popular DiSC Virtual Train-the-Trainer.

Visit http://www.pathways-to-performance.com/disc_virtual_train_the_trainer.htm for a complete description or our Virtual Train-the-Trainer process.

January Free Tele-Showcase Schedule

Tuesday, January 18—10:00-11:00 a.m. Central Time—**An Overview of Vital Learning’s Supervision Series courses and their Blended Learning Options**—Featuring Dr. Dodie Conklin, author, and Susan Stamm, Vital Affiliate.

Friday, January 28—11:00–Noon Central Time—**Applications Showcase Using the Everything DiSC Facilitation System**—See how easy it is to mix and match the Insight Modules to create effective training and coaching solutions .

**To register for these free tele-showcases,
please call Nancy in Customer Service at 800-661-8767.**

We wish you a happy, healthy, and prosperous 2005!



Judy Zitzloff



Dee Clarke



Nancy Hartwig

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**We want to be
sure you know
how to
contact us!**

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**This and previous PTP Navigator newsletters are also available on our website.
Just click on “About Us” and then choose “Newsletters” in the drop-down menu.**

The Leadership Trap

by **Chris Holmberg**

(Chris has been a valued client for years, and we are honored he took the time to write this article for our newsletter.)

There is possibly no topic in business literature that has received more attention than leadership – what it is, how it works, how to create leaders.

Despite the amount of time and energy spent trying to understand leadership, experts agree on very little. At the same time, when I have asked business people (and others, such as educators) to describe what leadership is, their answers are remarkably consistent. Unfortunately, not having read the research on leadership, their opinions tend to be formed by the press and popular literature. This often results in people holding common misconceptions about what leadership is and what it means to them.

The purpose of this article is to explore 1) how unquestioned and irrational beliefs about leadership

hinder peoples' intention to lead; and 2) how they may think differently about the subject to increase their leadership effectiveness.

In delivering management training in the U.S., Europe, and Asia, I've had the opportunity to discuss leadership with people from diverse cultures. One of the surprising discoveries in this experience is the extent to which people hold irrational beliefs about what leadership is. Holding these beliefs, they often avoid leadership positions, contort themselves into poor imitations of the leaders they believe they *should* be or feel guilty about not leading.

Across cultures the common, unquestioned model of leadership is that of the heroic leader. From one perspective, we shouldn't be surprised by this. Joseph Campbell demonstrated in *The Hero with a Thousand Faces*, cultures across the world have many similarities when it comes to heroic archetypes. We begin developing our conceptions of what leaders

are and do from the stories we learn in childhood. Gilgamesh (Persia), Arthur (Northern Europe), Odysseus (Mediterranean), the Monkey King (China), Moses (Mid-East) – the leaders of these stories become our models.

We aspire to be like them or despair of even coming close. Either way, we have a clear idea of what a leader is – courageous, charismatic, visionary, confident – people who get things done, make things happen, create great changes. In my conversations with groups of managers these are still the most common descriptions. What is more surprising is how common these concepts are in popular leadership literature.

So what is wrong with this model for leaders? After all, it must be based in something if the concepts are so prevalent in the stories of our past. The first key is that they are, in fact, stories from the past – and good stories at that. We remember them

(Continued on page 10)



Strengthen

**Your Supervisor's Skills with
With Online Learning.**

Experience . . .

**The Power of E-Learning when you
try this 15-day FREE Online Demo of
"Essential Skills of Communicating"**

<http://www.vital-online.com/pathways.html>

**Pathways to Performance, Inc,
Dee Clarke and Judy Zitzloff**

800-661-8767
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“Number Skills” Increases Speed and Accuracy

Number Skills Impact:

Increase accuracy of number transfer by 50%.

Increase speed of number perception by 20%.

Retain up to 12 -digit numbers.

Recognize numeric and alpha-numeric patterns.

Improve accuracy of transfer and correct placement.

“Sometimes what seems the smallest error can lead to a huge difference in our numbers that can take hours to track down and correct. Just a few incorrect numbers can make the team look bad and create so much unnecessary work. We’ve got to be more accurate when inputting data.”

With increased audit requirements and heightened corporate oversight, accuracy of data entry has become a critical aspect of business today. Keying, recording, transferring and checking numbers requires both skill and technique to maintain accuracy and increase productivity.

For over 20 years, Vital Learning has helped individuals improve the financial transfer skills they need to become productive members of some of the most successful organizations.

Our experience has proven that developing the most basic skills – such as data entry - creates a foundation of competence, professionalism, trust and respect that leads to more productive and profitable work teams.

Number Skills uses visual exercises to improve rapid perception of numbers and letter/number combinations. Feedback from hundreds of individuals helped identify various tools and techniques to increase efficiency and accuracy when performing a role that involves

entering data. By analyzing and drilling number patterns, participants develop skills to quickly and accurately identify and transfer data to screens or documents.

If your employees spend 10% or more of their day working with numbers, we strongly suggest that you take a look at “Number Skills” to improve their accuracy and productivity!

“Leading Successful Projects” provides process, structure, and tools

“I’m expected to manage lot of visibility. I have to

Project management is a skill set any manager can acquire in an appropriate training course that effectively addresses the overall processes, tools, and structure required for project success, and Vital Learning offers just such a course!

Welcome to the new world of management. It’s no longer about “sweating the small stuff” because most of the small stuff is no longer a manager’s responsibility. Those day-to-day operational tasks have been replaced with project work that takes weeks or months to complete.

Managers now lead, or are part of, teams that are responsible for complex projects with a direct and significant connection to the bottom line. Unfortunately, many managers are not properly prepared to lead project

different teams on projects that are important and have a focus each team member, meet deadlines, and come in on

teams. As a result deadlines, budgets, and deliverables are all at risk.

A manager’s ability to contribute knowledgeably to a project team by effectively directing project activities can have a direct impact on business results.

We know that project management is a skill set any manager can acquire through exposure to appropriate training that effectively addresses the overall processes, tools, and struc-

ture required for project management success, and Vital Learning offers just such a course! It is designed in four half-day modules that offer flexibility of delivery.

To learn more, please contact us for a free preview of “Leading Successful Projects.”

PTP Partners with CRK Interactive

Offering On-Line Courses in Management, Sales and Customer Service

We are always looking for resources that build effective training and coaching solutions, so we have partnered with CRK Interactive to add to our offerings of on-line training courses.

Along with two comprehensive on-line DiSC-based training courses, CRK Interactive also offers online courseware in management, sales, and customer service content areas.

Their innovative 'bundling' strategies make online training a cost-effective method to consider.

Courses offered include:

Management

1. Understanding Behavioral Styles (DiSC)
2. Reinforcing your Understanding of DiSC
3. Behavioral Interviewing
4. Coaching
5. Managing Performance Discussions

Sales

1. Understanding Behavioral Styles in Sales
2. Reinforcing your Understanding of DiSC
3. Prospecting to Create Interest
4. Establishing Trust & Credibility in Sales
5. Customer-Focused Sales Interviews
6. Questions Are the Answers in Sales
7. Win-Win Negotiations
8. Overcoming All Objections
9. Gaining Commitment to Action
10. Territory and Account Management

Customer Service

1. Understanding Behavioral Styles in Customer Service
2. Reinforcing Your Understanding of DiSC
3. Establishing Trust and Credibility
4. Questions Are the Answers
5. Handling Customer Complaints



Call for a free access code to preview these online courses.

Case Study: High Tech Company Uses Virtual Training Process to Teach DiSC to Customer Service Providers

A high-tech client of ours who has service technicians located geographically throughout the United States wanted to teach these on-site service providers about DiSC to improve their customer service skills. But how would they do it? It was too costly in billable time to take them out of the field plus pay for travel expenses for all to be in one location at once.

Dee Clarke worked with the H.R. Director and crafted an **8-week pilot course** that was designed to be a totally 'virtual' training program. While the H.R. Director ultimately chose to do some of the suggested webinars in person because it was more comfortable for her, the pilot proved successful. Here's what was covered:

- Participants started **Week 1** by attending a one-hour webinar **Kick-Off** so that the overall 8-week training process and resources to be utilized could be explained and discussed. (A 'webinar' is a tele-conference phone call with participants also logged onto a web site so that PowerPoint slides can be viewed.)
- During **Week 2**, each participant completed his/her own **DiSC Classic 2.0** assessment through **EPIC** (Electronic Profile Information Center) which made distribution of the DiSC tool easy. Also during Week 2, each participant completed the **"Understanding Behavioral Styles for Customer Service"** training course offered through **CRK Interactive**.
- During **Week 3**, the H.R. Director then held another webinar to review and discuss the basics of DiSC and how this information improves service effectiveness. After that session, each person received two in-depth computerized **DiSC PPSS Reports** that gave them even more personalized information about their service style (**General Characteristics and Relating to People and the Environment**)
- During **Weeks 4 and 5**, participants completed threaded discussions in an email format. Each week they were given four questions to answer about DiSC and how they were using this information to work more effectively with clients.
- During **Week 6**, another webinar was scheduled to introduce participants to the **DiSC Customer Service Action Planner**, which is useful in 'reading' a customer's style and strategizing how to work effectively with that customer.
- During **Weeks 7 and 8**, participants once again used the threaded discussions in an email format to discuss how they incorporated the **DiSC Customer Service Action Planner** in working with their clients. And a final webinar was held at the end of **Week 8** to answer any final questions and celebrate their success!

Participants said they liked the 8-week format. Having the training spaced over 8 weeks allowed for easy integration with their regular work. And they said the DiSC content was very helpful in knowing how to work more effectively with clients. Would you like to learn more about this program or how to design a virtual training process on another topic? Just give us a call!

The PTP Navigator

Inscape Publishing has put together an easy-to-use resource for all your DiSC needs!



Inscape's new **Everything DiSC** Facilitation System is the most powerful tool ever built to help you succeed with DiSC. It's a unique training facilitation system for **ALL** of Inscape's DiSC-based products, including DiSC Preview, DiSC Action Planners, DiSC Classic, DiSC PPSS, and more.

The **Everything DiSC** Facilitation System includes the following DiSC-based learning tools:

Ten redesigned [DiSC People Reading Cards](#)

1 Set of [Quik-DiSC Cards](#)

2 [DiSC Classic Profiles](#)

2 [DiSC Personal Profile Previews](#)

2 [Personal Development Profiles](#)

2 of each of these DiSC Action Planners:

[DiSC Customer Service Action Planner](#)

[DiSC Management Action Planner](#)

[DiSC Managing Performance Action Planner](#)

[DiSC Sales Action Planner](#)

[DiSC Talk Action Planner](#)

A **68-minute, state-of-the-art DVD** to give your clients real life examples of DiSC behavior in a variety of settings.

Check out Sample DVD Clips at <http://inscapepublishing.com/ed/video.asp>

Four video clips are included – one from each of the main DVD sections:
Pure Styles (Individually scripted clips that describe the DiSC tendencies)
The Meeting (demonstrating Manager Effectiveness)
Effective Communication (demonstrating Peer-to-Peer Flexibility)
Natural Styles (unscripted clips that naturally describe style preferences).



Would you like to preview the [Everything DiSC System](#)?

Please call and request a **Free Everything DiSC Preview Packet** that includes

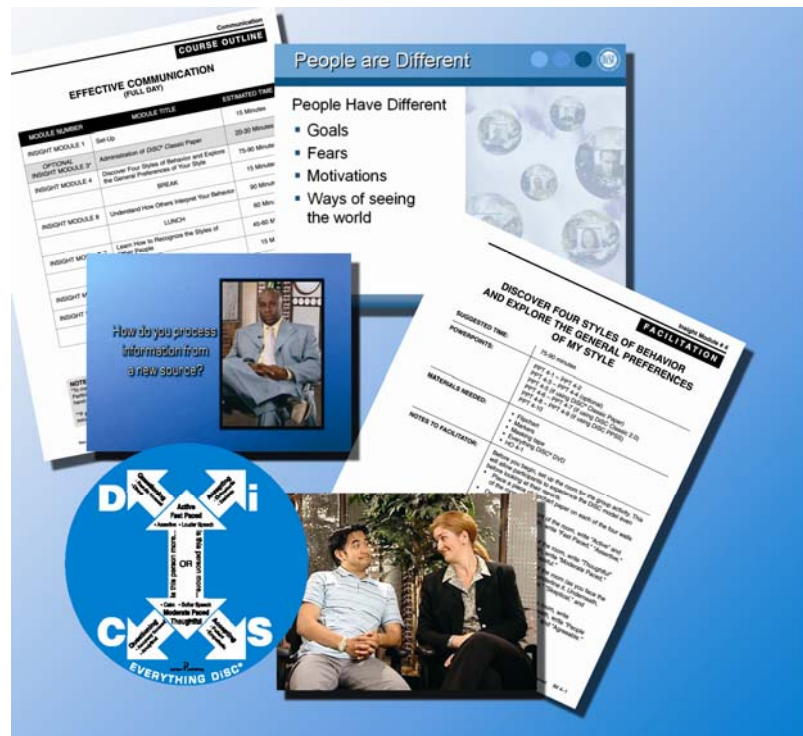
- A DVD sampler, as well as a written 'navigator' that details the content of the four sections of the whole DVD.
- And a CD-ROM that includes a comprehensive overview of each section in the printed Guide, one complete Insight Module to preview actual content of one of the key components of the system, plus a PowerPoint presentation illustrating elements of each section of the Guide.

To order your free preview, call Nancy in Customer Service at 800-661-8767

Eleven scripted Insight Modules that will help you facilitate specific outcomes, or "insights," using a broad range of DiSC-based reports and tools. You can easily personalize and sequence these modules to create custom solutions based on specific needs.

Facilitation guidelines for both paper and EPIC-based DiSC products, including DiSC Classic 1.0, DiSC Classic 2.0, and DiSC PPSS in-depth reports.

Additional **resources and activities** to help you create simple, effective DiSC-based training solutions by combining multiple DiSC resources for better results and long-term relationships with your customers.



An **easy-to-use grid** to help you determine which DiSC tool works best for your desired outcome.

Ready-to-use Course Outlines that will save you time when creating solutions for core applications, including Effective Communications, Conflict, Interpersonal Effectiveness, Management Effectiveness and Team Effectiveness.

The **Everything DiSC** System guides you in facilitating the learning insights that DiSC brings to you individually and interpersonally. **Everything DiSC** is not a single scripted, one-size-fits-all seminar kit; rather it allows you to mix and match a variety of key insights to meet your specific learning objectives.

Everything DiSC also gives you options of how to facilitate the same key learning points whether you are using the DiSC paper profile, DiSC 2.0 or DiSC PPSS. Sample course outlines on Effective Communication, Management and Team Effectiveness are also included to help you as you begin to design your own DiSC sessions.

When purchasing, you may choose from the following **three** options:

Everything DiSC Facilitation System with DVD	(Q-588)	\$1,595.00
Everything DiSC Facilitation System without DVD	(B-588)	\$ 895.00
Everything DiSC Facilitation System DVD only	(D-588)	\$ 895.00

(You will be pleased to know our very own Dee Clarke was asked to provide consulting services during the production of this DVD – so you can be assured it is an excellent product!)

You may order Online at http://www.pathways-to-performance.com/disc_classic.htm#ED or call Nancy in Customer Service at 800-661-8767.

New at EPIC (Electronic Profile Information Center)

DiSC Classic 1.0 and DiSC Classic 2.0 are available in **Spanish** as of **January 1, 2005**.

DiSC PPSS Reports in **Spanish** will also be available **soon**.

The **DiSC Facilitator Report** is now available. This 'everything-at-a-glance' report allows facilitators to get a composite view of the group. It also provides compelling questions about a group's be-

havioral 'culture' based on the group's DiSC make-up. To view a Sample Report, visit <http://www.pathways-to-performance.com/assessments.htm> and scroll down to 'Products Available on EPIC'

You will see a DiSC Facilitator Report sample listed under DiSC Classic 1.0, DiSC Classic 2.0 and DiSC PPSS.

Four DiSC Action Planners have been added. To view Sample Reports of each action planner, please visit http://www.pathways-to-performance.com/assessments.htm#epic_ac



Free Product Tele-Showcases Will be Offered Again in 2005

"These Tele-Showcase events are a convenient way to preview a variety of training products."

Back by popular demand, our FREE 60-minute Tele-

Showcases will be continued, starting in **January, 2005**.

Featured Inscape Publishing products will be:

- *Everything DiSC Facilitation System*
- *DiSC Classic*
- *DiSC PPSS*
- *Team Dimensions Profile*
- *Work Expectations Profile*
- *Time Mastery Profile*
- *Personal Listening Profile*

- And the *Discovering Diversity Profile* will be **added** to the schedule in 2005

We will also be showcasing a number of the **Vital Learning** courses so that you can learn more about what they have to offer as well.

Only email invitations will be sent, so please be sure we have your email address on file.

Please also notify us of any colleagues that you would like us to invite to these events by sharing their email address. We'll be happy to include them!



Be sure to check out the new DiSC Facilitator Report in EPIC. It contains lots of great composite information 'at-a-glance!'

PTP Garage Sale! Big Savings!!!

**Inscape Facilitator Kits at \$150 each,
instead of the regular price of \$480
Or 5 for \$500!**

Inscape Publishing has changed its brand image with new packaging and have printed all their new materials in the 'new look.'

We have several Facilitator Kits in the 'old look,' that have all the correct content and up-to-date research, and can now be yours for only \$150 each (or 5 for \$500), instead of the regular \$480 per kit.

So this is your opportunity to stock up on these Facilitator Kits and learn more about the Inscape profiles they support.

Kits are available on a first-come, first-served basis, and when they are gone, they are gone!

Facilitator Kits available in this special offer include:

- **Personal Profile System (DiSC) - 2**
- **Innovate with CARE - 1**
(now called the Team Dimensions Profile)
- **Personal Listening Profile - 2**
- **Coping and Stress Profile - 4**
- **Discovering Diversity Profile - 3**
- **Time Mastery Profile - 2**
- **Personal Learning Insights Profile - 3**
- **Dimensions of Leadership Profile - 4**
- **Transition, the Personal Path Through Change - 2**

***This is your chance
to take advantage of
a great deal!***

***These Facilitator Kits
have all the up-to-
date research and
seminar content but
don't have the
graphic look of
Inscape Publishing's
latest brand image.***

Only \$150 Each, or 5 for \$500!!!

The Leadership Trap (Continued from Page 3)

If these activities happen, for example, through the efforts of several individuals instead of one, or happen in a subtle or indirect way, we don't recognize them for what they are – namely leadership.

because they describe outstanding events and *exceptional* behaviors. We don't retell stories of the common examples of leadership because they are just that - common. We often don't even recognize them when we see them. Yet every time something gets accomplished or change occurs, leadership happens.

The old is challenged, there is a vision of what could be, people are mobilized, tasks get accomplished. If these activities happen, for example, through the efforts of several individuals instead of one, or happen in a subtle or indirect way, we don't recognize them for what they are – namely leadership.

The second key to understanding the problem of the heroic archetype of leadership as the only type is to look at the stories themselves. Stories grow in the telling, and we emphasize the exceptional aspects of the stories, which are the reason we told them in the first place. We omit the boring parts, or parts that are inconsistent with the character as we imagine him or her.

Lest you think that this only occurs with classic stories, consider Mohandas Gandhi, Martin Luther King, Jr., or Robert Kennedy. Despite biographic works detailing their failures and character flaws, we hold mental images of them as leaders who were perfect in all aspects. If we're well read, we know about the character flaws, but keep them to the back of our consciousness.

So we are left with exaggerated tales describing one-dimensional characters. Because the stories are ubiquitous, when we think of "leadership characteristics" we stop even tying them to the stories, and all we are left with are mental models which go unquestioned and to which we can never measure up. Some people react to this by trying to take on the characteristics of the leaders from the stories, regardless of their own strengths, preferences, or the leadership requirements of the situation. This is particularly true of people who get designated as "leaders" within a group. When people try to force unnatural characteristics upon themselves, the result is often disastrous. Charismatic becomes pedantic, courageous becomes foolhardy, and decisive becomes autocratic.

Another reaction is to shrink from taking leadership roles at all. People with plenty of ability to lead under certain circumstances fear that because they don't match up to an idealized model, they are better off not trying to lead at all. This can deprive a group of just the leadership it needs.

Some Answers

One way to get out of the leadership trap is to stop using the designation "leader" as a general referent for a person. To say that "John is a leader" implies that John must lead, always, and in an exemplary way. Organizations make this mistake when they identify

people as "future leaders". Those identified begin to take on this mental image, based usually on the heroic archetype, and feel obligated to take charge under all circumstances. Even worse, their identity can become so tied to the leader image that if they fail to lead or lead ineffectively in a single instance, they label themselves as failures. In actuality, *John is a person who leads at times*. It is not all there is to him, nor is he likely to be the best choice of leader at all times. Many managers lose effectiveness because of the popular notion that organizations need leaders, not managers. In fact, organizations need leaders *and* managers, and the two are neither always combined in one person nor always separate. People with management responsibility are free to lead or to let others lead, as the situation requires, effectively using their own strengths and the strengths of others. When working with organizations, I encourage the semantic separation of roles of manager and leader.

"Manager" is an official role that includes a specific set of duties. "Leader" is an unofficial role that can be assumed by a manager or an individual contributor. I do believe it is true that managers who develop the ability to lead in a variety of ways are more successful than those who can lead only under a narrow set of conditions, but it remains a mistake for the manager to feel that s/he must be in control at all times.

The Leadership Trap (Continued from Page 10)

To effectively choose when and how to lead, you need to understand two things:

1) your strengths and preferences; and 2) the leadership needs of the situation, including the people involved.

One tool I often use to help people think through these issues is the DiSC Classic assessment. DiSC provides a framework for drawing inferences about people based on their behaviors and understanding your own natural behavioral tendencies. Even DiSC, if used improperly however, can be dangerous.

Many groups, when first exploring the four basic styles, make the assumption that people with “Dominance” and “influencing” tendencies will always be the best leaders. While it is true that people with these tendencies are often *attracted* to leadership positions, it is no guarantee that they will be effective. Conversely, people with “Steadiness” and “Conscientiousness” tendencies may less often be attracted to leadership positions, but this does not mean that they will not be effective leaders under the right conditions.

DiSC does not predict *whether* someone will lead, but *how* they will lead. “D’s” will set direction and be decisive, “i’s” will inspire others and generate enthusiasm, “S’s” will lead by supporting others or by showing a positive example, and “C’s” will create a detailed picture of success and build strategies for achieving it. Any one of these approaches can

be successful, the degree of success largely depending on the circumstances and the skills of the individual trying to lead.

In Conclusion

These two steps can help you create a healthy environment for leadership in your team or organization:

- Change the way you talk about leaders and leadership. Stop calling some people leaders and exhorting people to “be a leader”. This often leads to dysfunctional leadership behavior. Start talking about how different people can lead in different situations. Rather than announcing that “John will be *the leader* of this project,” announce that John will be the “project manager” and have an explicit description of relevant duties and responsibilities. This allows John to lead or encourage others to lead as appropriate. Maybe Mary leads the stakeholder analysis discussion because she has the best insight into the people involved. Perhaps Phil leads the creation of the project’s critical path because he best understands the tasks.
- Encourage people to learn about their leadership preferences and strengths and how to read the leadership needs of a situation using a tool like DiSC. Invest in basic interaction skills training for *everyone*

in your organization. You might be surprised by how few people have had rigorous training in how to have an effective conversation with others.

Chris Holmberg is Director of Organizational Development at Polycom, Inc. in Pleasanton, CA. For questions or comments relating to this article, contact him at chris.holmberg@polycom.com.

Another Tool to Explore Leadership in your Organization

While DiSC certainly has application in understanding both management and leadership functions and activities, Inscape Publishing’s “**Dimensions of Leadership**” profile helps to further explore and define the role of leadership in an organization.

The assessment contained in the “**Dimensions of Leadership**” profile can provide direct feedback on your natural approach to leading, how others see you as a leader, or to help to define the leadership needs of a specific situation. Based on a different model and language than DiSC, it is an excellent corollary assessment to the DiSC tool and offers a more complete explanation of leadership, including identifying and describing the 12 different dimensions of leadership action that research identifies.

Want to learn more? Contact us for a free sample copy of the “**Dimensions of Leadership**” profile.

To effectively choose when and how to lead, you need to understand two things: 1) your strengths and preferences; and 2) the leadership needs of the situation, including the people involved.

Vital Learning Completes Update to its “Supervision Series”

**Supervision Series
Videos are now
available in DVD
format!**



**Be sure to request
your FREE
Supervision Series
DEMO CD today!**

Over one million participants have benefited from Vital’s half-day training modules that teach the basics of good supervision. Updated titles Include:

- Essential Skills of Leadership
- Essential Skills of Communicating
- Improving Work Habits
- Delegating
- Coaching Job Skills
- Effective Discipline
- Supporting Change
- Resolving Conflicts
- Managing Complaints
- Developing Performance Goals
- Providing Performance Feedback
- Communicating UP!
- Leading Successful Projects
- Successful Hiring and Selection

These classroom versions are the basis for the online supervisory training courses that Vital Learning offers, so the two formats work together seamlessly in a variety of blended learning approaches.

Vital’s “Supervision Series” has been approved for full college credit through ITCAP, which allows you to access Tuition Reimbursement funds to augment your training budget. These courses have also been designated as the study pre-work to sit for the “Certified Professional Manager” examination offered through James Madison University.

A **free demo CD** is available to preview these materials, including sections of the actual video used in the program. Be sure to request a demo CD to learn more.



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Success

Creating Work Environments Where Talent, Energy & Commitment Merge

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