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### *The Key*

January 10, 2011

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## Letter from the Editor

Every year we get one or two holiday letters from folks that go on and on about the amazing accomplishments of their children, the fantastic adventures of the parents, and the humble but significant contributions the family has made to the world. The letter is typically accompanied by a photo of the family and dog in front of the fireplace, clad proudly in matching sweaters.

One year, I decided to retaliate with a letter of my own and wrote humbly of the many and significant awards I earned in the business world and local community; of the honors our daughters received in school and the arts; and of the recognition Cathy's colleagues bestowed on her for her unflagging, selfless acts of charity throughout the community. (Truth



was, I was a struggling manager, the girls were somewhat normal most of the time, and Cathy worked part-time - no first chair in the community chorus, no Chamber of Commerce awards...) But it WAS a great letter - a big pile of stinkin' poo; and I thought we might include a nice formal photo of our nice normal family.

We still get comments from this letter and picture, which was from the 1990 holiday season.

Truth is, I loved those letters because of the sheer hubris and shameless promotion. And I got to thinking; WE at Entelechy could do that! We could regale you with tales of fancy from the past year - the people we've touched, the clients we've saved, the industries we've impacted, and the lives we've changed.

So, welcome to Entelechy's first (and probably last) holiday letter. We'll list the many and expansive projects we've had this past year and humbly describe how we changed the world. (Okay, just so that you get a little something for reading the letter, we'll include a comment on each project on how YOU may use something like this within your organization.)

Enjoy!

Terry

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## Entelechy's 2010 Holiday Letter

Dear \_\_\_\_\_,

It's been another fantastically uplifting year here at Entelechy! It seems that each year we garner so much more - and more effusive - praise from clients that our letters keep growing and growing. However, we're certain that you enjoy the detail and love re-reading the letters over and over, and enjoy sharing them with your guests and children. Therefore, despite the extra effort for us, we'll give you all the details for your enjoyment; call it our gift to you!

To begin with, Terry Traut, our company president, was recently recognized by the Nobel committee for his contributions to world peace (and was narrowly edged out by Mark Zuckerberg for Time's Most Interesting Person of 2010). Of course, his humility prevented him from accepting any award or even recognition for his brilliance; just KNOWING that his ideas made the difference is enough for him!

While Terry was busy being humble, his staff took advantage of his inattention to get real work done. This work included:

**Coaching Sales Coaches** - Entelechy's top executives provided coaching to one of our clients, a large media company. The coaching included a face-to-face group coaching session and two one-on-one phone coaching sessions with 160 of the company's team leaders, senior managers, and site directors and took place over a three-month period. The results: significant improvement in sales metrics (customer satisfaction, call quality, first call resolution), more consistent and effective application of the four-step sales model, improved leadership awareness of performance obstacles, and very positive comments from the coachees.



**Our gift to you:** We all know that reinforcement is key to training. Create your own coaching program to serve as reinforcement/support for managers. We were amazed at the variety of capability managers had in reinforcing concepts they'd been taught in training. Without this coaching follow-up, the initial training we provided would have had minimal success.

**Selling Value Workshops** - Entelechy created a three-module sales training program that spanned six months and helped a high-end crystal manufacturer



increase its sales and effectively transition its sales professionals from order takers to true business partners.

*Our gift to you:* If you're training tenured, seasoned, "I already know this stuff" folks, get buy-in early and often. We selected two people for each module to serve as representatives in customizing the training. Not only did we get great real-life scenarios, but we also were able to reposition the training so that it was readily accepted throughout the organization, even by the most skeptical sales professional.

### ***The Chemistry of Relationships -***

Entelechy created the first of two workshops for a large regional petroleum company that helped the company's leaders build more effective relationships with the company's external partners as well as internally, among the company's many departments. Sharon, one of our brilliant performance consultants, came up with the theme of chemistry to act as the metaphor for the "magic" behind forming and maintaining relationships. Being a petroleum company, the client loved the concept; however, we leveraged the concept throughout the workshop with lab coats, beakers, safety glasses, and other props to cement the messages and the models.



*Our gift to you:* Themes anchor your training. Meaningful metaphors ensure that participants understand and remember the concepts. They provide a common language for participants during and after the training. Make your training memorable - create a theme!

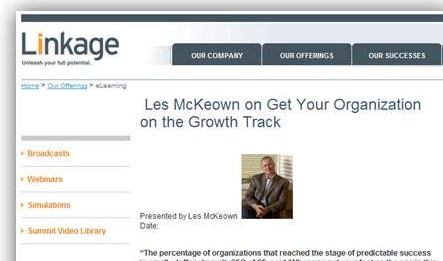
### ***Motivational Performance Appraisals -***

Can performance appraisals actually motivate employees (to perform, not to look for another job)? The answer is ABSOLUTELY! We created a workshop for a large global financial institution and trained trainers in the U.S., Canada, and England for worldwide delivery. The thrust of the workshop was on application - using simple, but effective models in realistic situations.



*Our gift to you:* Small steps over time are sometimes more effective than large sweeping changes. Performance appraisals (or safety or HIPPA or...) may be viewed as a necessary evil. Use training to help reposition the intent and the affect of the concept!

***Linkage Thought Leader Series Broadcast Support*** - Having created support materials for Warren Bennis, Sir Richard Branson, Jack Welch, and others over the past five years, Entelechy had the honor this year of working with Geoff Bellman, Malcolm Gladwell, Marshall



Goldsmith, Lynda Gratton, Carlos Gutierrez, Hank Haney, Dan Heath, Sheena Iyengar, Les McKeown, and Michael Roberto. Heady stuff!

Our gift to you: The lesson we learned from these gurus: Leadership is a learnable behavior. Help your team/organization 1) create challenging (and "noble") goals, 2) determine how each member contributes to that goal, 3) and recognize the heck out of people for contributing!

***Training Design and Development Outsourcing*** - In the past, Entelechy has provided consulting and training support to help training departments increase their contribution to their respective organizations. This year, we actually BECAME one wireless phone company's training department - supporting the majority of the company's training needs. Acting as the training department's design and development "back end," Entelechy was able to extend the impact of the existing training department by creating over 135 training modules, most of which were a blend of instructor-led and web-based training.



Our gift to you: With training budgets being slashed, sometimes it's cheaper and faster (and sometimes even better) to go outside the company for support. Additionally, sometimes your finance department can determine if such expenditures can be treated as capital expenses, and not hit your training budget at all!

People we supported were promoted, increased their pay by 200%, and gained the esteem of their peers. One was even knighted!

With best wishes for the holiday and New Year,

Terry and the Entelechy Family

(Okay, nobody was knighted and I doubt that anyone increased their pay by 200%, but we did have some esteem-gaining. Seriously, the Entelechy team did some amazing things for our clients and for them I am extremely grateful. Additionally, Entelechy is honored to have partnered with our clients who have leveraged our talents to make a real difference in their organizations. Thanks for a great 2010 and here's looking to a prosperous 2011!)

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**And Now for Something Completely Different**

Here are a couple of videos that I think are hysterical.

### **British Animal Voiceovers**

Over the holiday break, I showed this to more people more times than any other video I've ever shown. Maybe it was the eggnog, but we couldn't stop laughing (Nighttime/Daytime; Alan, Alan, Alan, Al).

[http://www.youtube.com/watch?v=cV6I1\\_o6vrY](http://www.youtube.com/watch?v=cV6I1_o6vrY)



### **Viral Video Film School**

VVFS is a segment featured on infoMania, a television show found on Thursday night on Current TV. These segments are uploaded to YouTube for your enjoyment. I'm not going to actually suggest any particular episode for fear of having you realize that I LOVED the Playing Doctor on YouTube segment, or the YouTube's Worst Parents segment, or .... Or that I just wasted four hours laughing at these collections of YouTube videos....




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