



CONSULTING GROUP<sup>SM</sup>  
the people side of business strategy

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# TiDings

## LETTER FROM TDCG

**T**he *what* has been made perfectly clear: **develop top talent to survive. . . tap into top talent's strengths to thrive.**

Now, our clients are coming to us to answer the *how*. Of all the tools and techniques we use to help clients tap into the strengths of their top talent, we are especially pleased with the DiSC<sup>®</sup> Behavioral Management System. We hope you enjoy our Spotlight on talent development.

We are excited to welcome our newest clients: AHRC-NYC, BMW, Ginsburg Development Companies, Globus & Cosmos, Spiegel Brands, TAL International, and the U.S. Army. Welcome one and all!

Here's to helping all of us make the most of all our talents!



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## Mining for Gold



by  
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**T**alent management is actively looking to make the most of people's strengths—for their good and the company's good. Sounds simple, right? Why, then, is company after company struggling and, in too many cases, failing to develop talent? Faulty recruitment and selection systems, lack of emphasis on ongoing development, and lack of attention to refitting over time are just a few of the reasons.

As a leader in your organization's talent development efforts, you know that when you hire someone, you are hiring an individual with preferred behaviors. Those preferred behaviors—honed over a lifetime—influence the individual's every action at work, from how that person communicates and

processes information to how he or she approaches conflict.

According to Marcus Buckingham in *The One Thing You Need to Know*, (Free Press, 2005) "To get the best performance from your people, you

**"You have to motivate people by focusing on their strengths and managing around their weaknesses."**

*have to . . . select people effectively . . . set expectations by defining clearly the outcomes you want. . . [and] motivate people by focusing on their strengths and managing around their weaknesses."* Instead of force-fitting employees into a mold that will drive them crazy (and you crazier!), Buckingham urges leaders "to learn how to steer them toward roles that truly fit them, rather than simply promoting them up the corporate ladder."

Top performing companies focus on one key approach to

*(continued on page 2)*

## What is ?

For more than 40 years, DiSC, a Behavioral Management System, has been used by some of the world's top corporations to help understand individual behavior and establish a common behavioral language. Individuals complete a DiSC assessment and receive a DiSC PPSS—Personal Profile. This initial step serves as a springboard to understanding behavioral tendencies and the impact they have on what motivates the individual, his preferred work environment, and how he is perceived by others. Organizations use the DiSC Behavioral Management System as the basis for individual, management, leadership, and team development, as well as selection and behavioral interviewing. Clients like DiSC because it is easy to understand, easy to administer, and provides immediate insight into how to tap individual and organizational strengths. □

## A Great Cause



Anne Vasile, Laura Winterroth, Karen Robilotta, and Pamela Smith enjoying their Back-to-School Clothes for Kids shopping spree.

TDCG is a proud sponsor of **Back-to-School Clothes for Kids**, an all volunteer, non-profit organization that provides new clothes at the start of the school year to underprivileged children in the NY metropolitan area. This year, the organization will send its 7,000th child back to school "dressed for success." It's easy to get involved. Call Connie Kennedy at 914-576-6053 or email her at [Duds4Kids@aol.com](mailto:Duds4Kids@aol.com). □

# Mining for Gold

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talent development—capitalizing on people's strengths. Again we ask, what could be more simple? Why try to "fix someone" to meet your desires—where at best you may get adequate performance or die trying!—when utilizing strengths would result in superior performance?

This is where the DiSC Behavioral Management System comes in. DiSC can help you, your employees, and your managers to identify individual behavioral preferences. (For a brief overview of DiSC, see Sidebar, page 2.) A DiSC Personal Profile provides a wealth of insight into work behaviors, strengths, and areas of challenge. The DiSC model can work in reverse as well. A manager can start by looking at a job position and identifying

its behavioral requirements; then the manager can actively look for those exact behaviors during the selection process, just as he or she would look for any job requirement—knowledge, technical skills, education, etc. It's easy to see how DiSC can become a powerful tool for behavioral interviewing!

All of us in learning and development are fortunate to work in a field that is constantly changing and growing. At TD Consulting Group, implementing the people side of business strategy is an emerging practice area. We are energized by our work in the talent development arena and impressed with tools like DiSC. One last question: are you making the most of your company's talent? □

## Spotlight

### Pentegra Retirement Services

PENTEGRA  
RETIREMENT  
SERVICES



**Problem:** Senior executives want to build leadership capacity within this highly-successful financial services company.

**Solution:** TDCG customizes a high-impact leadership development program, including the DiSC Behavioral Management System as a foundational element.

**Result:** "DiSC was no doubt the highlight of our Leadership Development Program. Our management team learned how their behavioral tendencies affect others and also gained an understanding, respect, and appreciation for others' individual differences, thereby resulting in better communication and interaction with their colleagues and staff. We now use DiSC to help us create behavioral profiles for our senior-level positions and to open up dialogue among teams to help them work more effectively together."

Colleen Zanicchi  
AVP Human Resources



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