



Dr. Cynthia Pace helps organizations create an environment where people love coming to work. Her approach uses tools to measure the work environment, team effectiveness, and management competencies.

Accountable employees become more productive, stay longer and the environment remains a “non-toxic” environment.

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NEW!! Gettysburg Tours WWII Tour

Gettysburg Tours, Inc has partnered with expert guides from Historic Leadership Training to offer a brand new tour showcasing a different side of Gettysburg's history-- World War II.

Key war-time leaders traveled to Gettysburg to pay their respects: Franklin D. Roosevelt, Winston Churchill, Charles de Gaulle, John F. Kennedy, Bernard Montgomery. And one, Dwight D. Eisenhower, chose to move here.

Visit two P.O.W. and intelligence training camps. Ride along and take a look at the people and places that played a part in the Allies' victory in World War II.

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Trust and Personal Responsibility in an Era of Change

By Dr. Cynthia O. Pace

Today's fast-paced and lean organizations require 100% of its employees just to keep up, let alone to excel. To meet today's demands, organizations need employees who demonstrate personal responsibility and are “self-directed.”

Self-directed employees demonstrate (1) open-mindedness and willingness to learn; (2) personal ownership of their performance; (3) initiative and creativity focused on improving institutional results.

How do you change and direct workplace behaviors? You start by building a commitment to the leadership team to shape a framework for understanding, training, and coaching that reaches all levels of the organization. A single training program cannot “fix” behaviors, but a committed organization can begin shaping new behaviors.

Start by taking all employees through a process to help them identify and enhance the workplace behaviors you are seeking—self-directedness, trustworthiness, and personal responsibility. Teach them to see their own behaviors as their (a) willingness and ability to perform tasks and (b) their comfort in interactions with people who are different from them. Sounds simple, yet most of us forget that we have choices, and we fall back on habitual, ingrained, or natural ways of responding.

Trust and personality are learned behaviors, so working consistently with employees can build both new individual and group behaviors, and ultimately lead to new organizational practices.

The leadership team needs to stay focused on the bigger picture—developing an organizational culture that will support its mission. But it must show the way through creating a clearly defined set of new behavioral expectations. Then it must communicate its values and help employees recognize their part in creating a successful future for themselves and the organization. Through performance feedback, managers at all levels then must reinforce the values and new behaviors.

We recently helped an agency by designing an organizational initiative entitled “The Preferred Choice.” The project was done in

PURCHASE TICKETS

for weekends commemorating
key WWII events

[May 13, 2017 / 3 pm](#)

Victory in Europe Day

[June 3, 2017 / 3 pm](#)

D-Day

[August 19, 2017 / 3 pm](#)

Beginning of WWII

[September 17, 2017 / 9 am](#)

WWII Weekend- Eisenhower
National Historic Site

phases and reached all 2,500 employees using a distributive learning model. The key to intervention and engagement with employees was the use of psychometric tools and facilitated (highly interactive) exercises focusing on trust and personal responsibility. The goal was to conduct training that was “sticky,” enabling participants to connect the dots between the content delivered to what they experience at work. With managers and employees working on the same goals, the agency was able to create a vision that included **Trust and Personal Responsibility** as a core practice, thus becoming the agency of choice or the internal and external customers.

Building new behaviors takes constant reinforcement, guidance, and support, and changing behaviors takes time and commitment throughout all levels of the organization. Is it worth the time? You decide: constant hiring/firing or re-training to build an organization that is up to next year’s changes.

