



## EPISODE RECAP: OCTOBER 13, 2005 THE APPRENTICE | 9/8 PM THURSDAY | NBC

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### Insight on the Apprentice Slides

Do what it takes:

Toral was fired last night because, as Donald said, she was ineffective. But it was really more about “Doing whatever it takes”, a willingness to make temporary short term sacrifices for long term gains. Additionally, if you watched her exit interview in the taxi, she was arrogant and condescending.

Use individual responses to make decisions:

Felecia was right when she told Toral on the phone in no uncertain terms, “This is your chance to step up, I’d like you to put on the costume.” Once Toral said no, that was enough to make her decision. Going to her and trying to force her to put on the costume with the rest of the team was unnecessary. In general, if you send someone to do a task they don’t want to do, they’re not going to do a good job at the task. Don’t do it.

Always look a PROCESS, not only OUTCOME:

A team win is not only about the OUTCOME, it’s also about the PROCESS. Clay, the PM for men’s team, was rigid, arbitrary, and controlling. That is not the way to lead a team of competent people. This is precisely the type of manager that I’m often called in to try to change. Sometimes your team wins IN SPITE of its leadership.

Learn from your mistakes:

Rebecca stated very clearly that the team did not fail because of Toral, but the team would not be able to function with Toral on the team. This displayed her ability to learn from her previous misjudgment of saving Toral from being fired. It was a very smart response. I think her response definitely earned points with Donald.